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**USAID/GOVERNMENT OF JAMAICA  
DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT  
ORGANIZATIONS (DEMO) PROJECT**

**ORGANIZATIONAL & FINANCIAL MANAGEMENT REVIEW  
(‘INSTITUTIONAL CAPABILITY ASSESSMENT’)  
OF  
MONTEGO BAY MARINE PARK TRUST**

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**March 1998**

## **USAID/GOJ DEMO Project**

### **Organizational & Financial Management Review (‘Institutional Capability Assessment’) of Montego Bay Marine Park Trust**

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## ACRONYMS

AAJ	Airports Authority of Jamaica
A/AO	Administrative/Accounting Officer
AJAL	Association of Jamaica Attractions Ltd
AMCHAM	American Chamber of Commerce (of Jamaica)
BJCMNP	Blue & John Crow Mountains National Park
BNP	Biscayne National Park (Florida)
CAMPAM	Caribbean Marine Protected Area Managers (Association)
CANARI	Caribbean Natural Resources Institute
CBO	Community-Based Organization
CCA	Caribbean Conservation Association
CG	Coast Guard
CIDA	Canadian International Development Agency
CZM	Coastal Zone Management
DBML	Discovery Bay Marine Laboratory (UWI)
DEMO	(USAID/GOJ) Development of Environmental Management Organizations (Project)
ED	Executive Director
EFJ	Environmental Foundation of Jamaica
ENGO	Environmental Non-Governmental Organization
EPRO	Education & Public Relations Officer
EPT	Environment Protection Trust
EWO	Environment Watch Organization
FD	Fisheries Division
FMRI	Florida Marine Resource Institute
FOTS	Friends of the Sea (an ENGO)
GOJ	Government of Jamaica
HD	Harbours Department
HRD	Human Resource Development
JAMPRO	Jamaica Promotions Corporation
JCDT	Jamaica Conservation & Development Trust
JHTA	Jamaica Hotel & Tourist Association
JNPTF	Jamaica National Parks Trust Fund
JTB	Jamaica Tourist Board
LAC	Local Advisory Committee
MB	Marine Board
MBMP	Montego Bay Marine Park
MBMPT	Montego Bay Marine Park Trust
M&E	Monitoring & Evaluation
MEH/EWS	Ministry of Environment & Housing/Environmental Warden Service
MOH/ECD	Ministry of Health/Environmental Control Division
MOU	Memorandum of Understanding

MP	Marine Police
MTW/MA	Ministry of Transport & Works/Marine Administration
NCRPS	Negril Coral Reef Preservation Society
NEPT	Negril Area Environment Protection Trust
NEST	National Environmental Societies Trust
NIBJ	National Investment Bank of Jamaica Ltd
NPPA	National Parks & Protected Areas (Unit)(NRCA)
NRCA	Natural Resources Conservation Authority
NWC	National Water Commission
PAJ	Port Authority of Jamaica
PARC	(USAID/GOJ) Protected Areas Resource Conservation (Project)
PCWM	Pollution Control & Waste Management (Division) NRCA)
PD	Park Director
PEPA	Portland Environmental Protection Association
PHD	Parish Health Department
PIL	(USAID) Project Implementation Letter
PIOJ	Planning Institute of Jamaica
PME	Park Management Entity
PMU	Project Management Unit
POMB	Port of Montego Bay
RGAP	Revenue Generation Action Plan
R&M	Research & Monitoring
RP	Resort Patrol
SCCF	South Coast Conservation Foundation
SJPC	St James Parish Council
SO	Science Officer
TAC	Technical Assistance Contractor
TNC	The Nature Conservancy (USA)
TPDCO	Tourism Product Development Co Ltd
USAID	US Agency for International Development
UWI/CMS	University of West Indies/Center for Marine Sciences
WB	World Bank
WL	Wildlife (Unit) (NRCA)

## USAID/GOJ DEMO Project

### Organizational & Financial Management Review (‘Institutional Capability Assessment’) of Montego Bay Marine Park Trust

#### 1 Establishment and Mission

The Trust was incorporated on February 24, 1992 as a company limited by guarantee

The published mission of the Park (sic) is "To conserve and restore the marine coastal resources in the Montego Bay Marine Park for the maximum sustainable benefit to traditional users, the community and the nation, by providing effective programs for public education, technical support, monitoring and interpretive enforcement " To reflect the Trust's much wider role, in relation to the Park and otherwise (see section 5 1), it is recommended that the mission statement be adjusted as follows "To conserve and restore the natural terrestrial and marine environment in Montego Bay and environs by providing effective programs of public education, policy advocacy, protected area and natural resource management, together with the generation of revenues to sustain them " The Memorandum of Association - which contains no specific reference to protected area management - should also be amended accordingly

#### 2 Membership and Governance

The number of members put forward by the Trust at registration was seven (7) The established categories of membership are

	(Annual subscription)
- Full (individuals & non-profit organizations)	\$ 100
- Sponsoring (industrial & commercial enterprises, et al)	\$1,000
- Student	\$ 25

Full and sponsoring members each have one (1) vote Student members are entitled to attend meetings but have no vote Three (3) members constitute a quorum at general meetings There are currently 25 members on record

The Board had 10 members - the maximum allowed by the Articles - up to December 1997, when the Deputy Chairman resigned due to migration The current composition is given at Annex A It is proposed to nominate an attorney-at-law to fill the vacancy and to increase the quota to provide an ex officio seat for the chairperson of the LAC The latter should be put into a package with other tasks to be undertaken by legal counsel

The Board meets at least bi-monthly, attendance has been regular except in one or two cases. A general meeting should be convened as soon as final accounts are ready (see section 6.2)

Directors are generally quite accessible to staff, some giving advice, technical assistance, or participating in meetings according to their respective occupational fields

A set of by-laws was drafted for the Trust. However, they appear not to have been finalized or put into effect, as

- they predate the incorporation (20/11/91 vs 24/2/92)
- some provisions contradict equivalent provisions in the Memorandum and Articles of Association

Nevertheless, certain provisions do seem to reflect or have influenced the thinking of the Board on important aspects of corporate management structure, these include the following

- the Officers of the corporation shall be the Chairman, Vice Chairman, Secretary and Treasurer
- the Treasurer shall undertake accounting and funds management functions
- only Board members shall be eligible to become Officers
- the Officers shall between themselves constitute the Executive Committee

This suggests that what was contemplated was an executive board, which would probably be appropriate for a simple 'friends of the Park' or voluntary fundraising role, but impractical for a full line business organization. At all events, no provision was made for a chief executive officer, responsible to the Board for the day-to-day running of the business of the Trust. This contrasts with the JCDT where the only Officers of the corporation are the Executive Director and Secretary, the former to be an ex officio member of the Board, the offices of Treasurer and Secretary are honorary positions held by Board members, and imply voluntary rather than mandatory operational responsibilities

This voluntary, committee approach envisioned for the running of the Trust cannot be an effective substitute for paid, full-time, accountable executive management. It is therefore recommended that the present 'Officer' class as defined in the draft by-laws be abolished in word and spirit. (If anything, the Executive Director and Corporate Secretary should be the Officers of the company with provisions similar to JCDT's put in the Trust's Articles.) A Board member having the relevant inclination could still be 'treasurer' in the sense of maintaining a special watch on the subject at Board meetings. He/she may also reasonably be expected to be consulted from time to time by Management for advice, access to outside resources or other kinds of one-off assistance. However, not too much in the way of sustained attention to detail should be expected of him/her in between meetings. For sure, he/she should not be expected to 'run' the Trust's

financial management function

### 3 **Autonomy**

The autonomy of the Trust can be viewed in terms of several elements, as follows

<u>Element</u>	<u>Positives</u>	<u>Gaps / Indicated Action</u>
Socio-political	<p>Independent, civic, non-political, non-sectarian, founded and governed by concerned but economically self-reliant persons</p> <p>Appears to be accepted by all segments of the Mobay community and media channels as the ENGO of record</p> <p>Importance of Park to tourism (Mobay is Jamaica's tourism capital) is powerful force for unifying around the Trust - also symbol of local control of local affairs</p> <p>Has no rival in its area - maintains complementary and 'big-brother' relationship to the smaller Environment Watch Organization (EWO) - in fact EWO has recently proposed a merger with MBMPT</p> <p>Diverse connections</p> <ul style="list-style-type: none"><li>- USAID &amp; NRCA are relying on the Trust to undertake effective management of the Park, having committed resources towards this over a sustained period</li><li>- established, active and valued member of the domestic ENGO network</li></ul>	<p>Respond positively to merger proposal by EWO [Ref section 5 4 for greater justification]</p>



- good linkages with UWI/CMS, DBML, overseas ENGOs and the coastal zone research community

Enlistment and involvement of volunteers in public education and consciousness-raising among area students, et al, is very good  
These are also an independent constituency for the Trust

Registered membership in the Trust small and stagnant - tendency towards 'private club' to be avoided

Formal involvement of local community in informing direction of the Trust currently low [The matter of the Local Advisory Committee (LAC) is dealt with at section 8 2]

Market

Trust has only one principal at the moment, namely NRCA, and aiming at basic park management functions as encompassed in Marine Parks Regulations, only It could pursue diversification by seeking to undertake regulatory or administrative functions on behalf of Fisheries Division, Marine Board, Parish Council, et al and additional functions on behalf of NRCA (monitoring and regulatory action re physical developments, discharges, pollution events, wildlife protection, beach control) which would also contribute to the protection of the Park's natural resources and ecosystem [This theme of regulatory service provider is developed further later on ]

Legal	Delegation agreement with NRCA in force (ref Annex C) - which follows earlier letter of intent (ref Annex B)	<p>Current delegation agreement inadequate</p> <p>Expanded/generic delegation instrument for park management services drafted by NRCA - ref Annex D</p> <p>Further upgrading of agreement and possible MOUs with other agencies (as above) to perform duties on their behalf in and around the Park being pursued by the consultant in companion assignment (user permit pilot program implementation)</p> <p>Additional provisions being recommended for inclusion under companion user fee pilot program implementation</p> <p>Enforcement status held by Park Director and Rangers inadequate Full range of designations under related statutes, needed - game warden, fishery inspector, litter warden, special district constable, 'authorized person/officer', etc</p>
Financial	Present sources - NRCA, JNPTF, USAID - highly committed	<p>Sourcing to be diversified, to include foreign foundations and other bi-/multi-laterals [This is treated in more depth in section 7 ]</p>

#### 4 Management Resources

##### 4 1 Human Resource Management

###### 4 1 1 *Organizational Climate*

Leadership style in the Trust appears to be generally direct and demonstrative. However the executive management function is effectively dispersed among the Chairman, Board Secretary/Director and Park Director. The creation of an Executive Director position (as recommended in section 5 2) should unify the command and remove any ambiguity over responsibility for day-to-day management of the company.

The staff is relatively young. Interpersonal relations appear open and collegial, with no evidence of strain or conflict. The work tempo is steady and business-like but not stressed. Staff meetings are held regularly. There appears to be much room for participation and interaction in planning the affairs of the Trust. A high degree of team work, across departmental lines, yet with individual responsibility-taking, was seen in the preparation of the 1997 Management Plan, an exercise led and facilitated by an outside consultant (ref. section 4 2).

The regular and frequent presence of volunteers and student groups in the Park Management office, usually working or meeting on Education-related matters, is a positive influence on the mood of the staff.

It must be cautioned that this relatively benign climate obtains in a world of fairly low level of activity for the Trust. Several things needed to optimize its capacity to perform are outstanding. (These include user permit regulations and implemented program, enhanced enforcement powers for rangers, delegation of environmental-related duties in the Park by co-lateral agencies, acquisition of mooring buoys, boat, utility vehicle.) Effective demand on the Trust is therefore not yet very great, and the organization accordingly remains largely untested. It will therefore be necessary to revisit this subject when the Trust is properly enabled and equipped, and operating at full strength.

###### 4 1 2 *Office Environment*

The offices of the Trust are salubrious, thematically and functionally well located (on and overlooking the Bay), have a natural friendly look and feel (wood construction, extensive French windowing and natural lighting, rectangular, spacious, open plan, airy, full-side balcony/verandah) - inviting to staff and visitors alike.

However, much of the space is not accessible at the present time due to

- use of floor area of 147 sq. ft. to store materials in an unstructured manner, some of them for an outside party
- presence of a rectangular bar counter left in place by the landlord - rendering 113 sq. ft. of floor area unusable
- insufficient use of vertical space for storing documents and publications, instruments, equipment, specimens, exhibits, etc

These deficiencies are not yet a problem only because the full staff complement is not yet in place. At such time as additional staff are taken on, it will be necessary to free up the presently 'dead' space by clearing out the expendable items, desirably dismantling the bar counter, and installing shelves and perhaps cupboards, as necessary.

Energy efficiency in the office could be improved by greater use of natural ventilation as against air-conditioning. However, some of the windows cannot as a practical matter be opened as they need fixing (hinges, stays). This matter should be taken up with the landlord immediately.

#### 4.1.3 *Staff Development*

The essential provisions for staff development consist in short courses, seminars, workshops, and study tours. Details of training actually received by staff of the Trust under DEMO are presented in Annex E.

#### 4.1.4 *Administrative Systems*

Both Chairman and Board Secretary pointed to the absence of official job descriptions, employment contracts and performance appraisal system as areas needing urgent attention.

Following a rapid evaluation exercise, job descriptions were developed for the positions supported in section 5.2, namely Executive Director (ED), Park Director (PD), Education & Public Relations Officer (EPRO), Chief Ranger, Ranger, Science Officer (SO), Administrative/Accounting Officer (A/AO), Secretary, Receptionist/Typist. These job descriptions, which appear in Annex F, take into account the comments received from the Trust on the drafts, and are recommended for adoption.

Similarly, boilerplate employment contract and performance appraisal instrument are presented for adoption at Annexes G and H, respectively. The latter follows the NIBJ model which was selected after surveying a number of alternatives, on the basis of sufficiency of evaluation criteria, and simplicity or brevity (key attribute: user guidelines integrated into scoring sheet). Performance appraisals should now be done, for the year ended December 31, 1997, to establish a baseline. Thereafter, appraisals should be done semi-annually. (In readily accepting the scheme, the Chairman has named a Board member to head up a new Human Resources Committee which will, *inter alia*, review staff performance appraisals. The methodology has been discussed with the Park Director and he has already started the appraisals.) Guidance was also given on the use of appraisal results in determining pending salary increase apportionments.

Personal files are maintained, and in satisfactory order and condition.

#### 4.2 *Formal Planning*

Management plans for the Park have been prepared aperiodically. The last was constituted, under former NRCA guidelines, as a set of three documents presented in a

single package to NRCA and USAID in July 1997, but actually produced at different times, as follows

Volume 1	Action Plans (5-year horizon)	completed - 7/97
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Prepared by consultant  
S Jameson in collaboration  
with Park management staff and  
volunteer

Volume 2	Resource Characterization (Rapid Ecological Assessment)	field work - 1992 field work - 1994
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Prepared by TNC staffers  
following field work by joint  
TNC/CDCJ/NRCA team

Volume 3	Business Plan (Operations & Financing Plan) (3-year horizon)	completed - 12/96
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Prepared by consultant S Jameson  
in collaboration with J Williams  
of the Trust

A Revenue Generation Action Plan (RGAP) was also completed by J Williams of the Trust at the same time as the other action plans but not submitted

Comments were received from USAID and NRCA in August 1997 and January 1998, respectively. In between (September 1997), NRCA produced new guidelines for preparation of integrated management and business (operations & financial) plans. A new business plan is being prepared, separately, which is based on the programs and strategies enunciated in the draft Management Plan, Volume 1 (to be amended taking into account NRCA's and USAID's comments) and the RGAP.

The following additional comments on the draft Management Plan (Volume 1) should help to improve its user-friendliness and hence its value as a working tool

- Going through the document takes much more time and physical effort than needs be, due to excessive pre-ambling, repeating of material, and telegraphing in presentation. Much of the text or tables could virtually be cut out without losing any information.

- The important element of expected results/desired outcomes should have been included in the Plan. As should a monitoring and evaluation instrument. (It is probably too late to incorporate these in the present work - unless the 'Guidelines' consultant (J Byrne) be teamed with the 'Management Plan' consultant (S Jameson) to rework the document.)
- Proposed volunteer inputs should not be represented as a separate program (department), but rather integrated into the programs of the respective departments receiving the inputs (e.g. Education), with suitable highlighting (flagging) if required.
- The Revenue Generation Action Plan which was excluded from the presentation clearly belongs in the Management Plan.
- The Plan should be updated annually, with one year added on at the end to maintain the given time-horizon.

The next renewal of the Plan, which will use the new NRCA guidelines, should be facilitated by the 'Guidelines' consultant, both to train staff in their use and to iron out any 'bugs' in the process as prescribed. For this round it might be as well to omit the element of broad public review, for the sake of time, rather, simply recasting the Plan in the new format.

The Trust is also required to submit an annual budget to the NRCA according to the latter's own standard format and financial year (April - March), and in general, will have to respond to the peculiar budget and reporting requirements of its various funding sources. However, it will also need to prepare budgets and reports for its own financial year (January - December) and consistent with its own accounting system. It would thus appear that the capability to recast budgets and reports to a multiplicity of formats will be needed on-board or close at hand, on a continuing basis.

#### 4.3 **Monitoring and Evaluation**

Evaluation should answer the question: To what extent are our results satisfying the objectives of the program? Monitoring supplies the information on which evaluation is based.

The next (1999) renewal of the Management Plan should include a statement of desired outcomes/planned results for the various objectives, and specify the indicators and mechanisms, or monitoring systems, by which the actual results will be measured and recorded. The mechanisms will then be established as the respective strategies of the Management Plan are being implemented.

Broadly speaking, existing monitoring mechanisms would include

- Monthly Operations Report
- Monthly Income & Expenditure Report
- NWC water quality data
- Occasional meetings with /visits by NRCA and USAID (DEMO) staff and contractors
- Ad hoc research events - marine-based and sociological - funded externally and conducted by visiting scientists
- Occasional workshops/meetings with, or visits to local and overseas ENGOs, marine protected areas - NEST, NEPT, NCRPS, PEPA, CANARI, marine parks in Florida, Belize, etc - presenting opportunities for self-assessment through comparisons

There are several programs of monitoring of coral reefs and other coastal resources to be undertaken in the Island, coordinated by the UWI/CMS, in which the Trust will be carrying out technical work. These include Caribbean Planning for Adjustment to Climate Change (CPACC), International Coral Reef Initiative (ICRI), Atlantic & Gulf Reef Assessment (AGRA), (UNDP) Coral Reef Assessment & Monitoring. The Park is also a TNC site in the sense of their 1992 ecological assessment which provides a baseline for monitoring.

Besides the research and monitoring to be conducted internally and with visiting scientists, etc, information will be available from such agencies as MOH/ECD, TPDCO, JTB, AJAL, USAID Coastal Water Improvement Project, FD, and, the public media.

A set of monitoring tools is currently being developed as part of a pilot water craft permitting program to be introduced in the Park. It will be designed to facilitate evaluation of the effects and effectiveness of a broader user fee program - one element of the overall monitoring and evaluation (M&E) system. Significant components would be

- operator, visitor, and tourism product quality reports/surveys
- community feedback
- fee collection reports

The improved accounting system (ref section 6.3) will also yield more comprehensive and meaningful data on which to evaluate the outturn of the permitting system and indeed all aspects of financial performance.

It can be seen that there exists a plethora of M&E mechanisms, at the same time there is considerable confusion about the meaning of M&E as a requirement of NRCA and USAID on the Trust, and of protected area management operations in general. This has been facilitated by a number of different portrayals as follows

- the DEMO budget provided a sum for 'monitoring (biological and sociological)'
- a results planning, framework development and monitoring model and methodology introduced by the USAID Project Officer at a workshop in August 1997 contained familiar strategic planning themes but had its own architecture, analytical approach and terminology
- the DEMO budget item was later expanded to 'Development of a results monitoring plan approved by NRCA' - presumably matched to all sub-programs of the Management Plan - not just those whose output would be measured in biological or sociological response
- the draft NRCA Guidelines on development and design of Management, Operations and Financial Plans issued September 1997, contain a set of forms to be used for M&E, which also address all sub-programs of the Management Plan as mentioned above, other monitoring 'tools' are being developed under DEMO in connection with implementation of a pilot program for user permitting in the MBMP, namely, water craft permitting
- all this would of course be separate from the strictly financial reporting (vs budget) done periodically - another aspect of M&E

Clearly the working of the M&E system should be simple enough as not to detract from operational performance itself. For the Trust, or indeed any other park management entity (PME) to go forward with M&E in a sure-footed and efficient manner, agreement has to be reached between the principal players (NRCA, USAID, PME) as to

- what we mean by 'monitoring and evaluation'
- the extent and complexity of monitoring needed (just how much is necessary and practicable?)
- how it is to be executed (the content and process, in some detail)?

The particular model to be adopted is less important than that all the parties agree on it

In this connection it is recommended that a M&E system development workshop be held for NRCA/MBMP/other ENGOs-PMEs, led jointly by the USAID Project Officer (G Booth), NRCA 'Guidelines' consultant (J Byrne) and MBMP 'Management Plan' consultant (S Jameson), using the draft MBMP Management Plan as a practical learning experience, to arrive at a common understanding as to meaning and methodology. If special technical assistance has to be subsequently procured to develop the M&E system, then the workshop would at least have clarified the terms of reference

#### 4.4 Documentation

Files are arranged in alphabetical order, within a calendar year. Due to shortage of cabinets, they are moved out of main storage at year-end (their place taken by the new year's files) into the 'old files' cabinet, and subsequently put away in boxes. Storage in boxes restricts access to older files, thereby limiting chronological coverage of any given subject. Boxes are also inefficient users of floor space, and moreover unsightly



Additional cabinets are therefore needed, whose space can be used even more efficiently by discontinuing year-end closing of files

The titling of files is somewhat loose and there is some variation from year to year. These filenames were chosen when the Park management operation was a project, as against, as now, an integrated business operation. It is therefore now appropriate that a master list should be created, comprising a standardized, revised set of filenames. The composition thereof should be guided by the following principles

- Group files by department or program as far as possible, to facilitate item classification (storage) and subject location (retrieval), the following is one possible grouping
  - Administration & General
  - Education
  - Enforcement
  - Public Relations
  - Research & Monitoring
  - Revenue Generation
- File items by subject, avoid such content-masking filenames as 'Incoming/Outgoing Correspondence', 'Incoming/Outgoing Faxes', 'Intra-Office Correspondence'. In case of a need to account for, say, fax messages, the necessary information should be entered immediately onto the transmission report slip and the fax filed according to subject
- Make filename as general as subject identification will allow
- Use cross-indexing within the list, if necessary, to obviate file duplication

Implementation should then proceed as follows

- Distribute items on 'Incoming', 'Outgoing', and 'Intra-Office' files, to existing subject files
- Allot existing files to major groups, as above
- Proceed with renaming of files (per new list) and concurrent redistribution of items within files - an ongoing exercise - with continuous updating of the 'old' list to reflect the current or interim position

There is some incidence of important originals missing from the 'main' system but (thankfully) copies turning up in 'reserve' collections. Certain valuable documents were reportedly mislaid by Board members dealing with executive matters over the years, and

would appear permanently lost to the system. A special effort should be made to retrieve all outstanding materials, and to ensure that all original documents be repatriated to the company. In any event, the company should have in its possession a complete set of the documents, whether original or copy.

Papers produced for conferences, workshops, seminars which come to hand in an official capacity, as well as journals, manuals, compilations and books purchased by or donated to the company are an invaluable resource for first-time learning, continuing education, analysis and solution-design and should be catalogued and kept in a central facility (library) under security.

An indexed list of permanent, computer-based files should also be established and kept current, this would be annexed to the master list of files. Removable storage media should be centrally stored.

A running record should be kept of items issued for use.

It must be acknowledged that there is an ample supply of light periodicals and thematic materials, pleasingly and conveniently disposed, and with comfortable seating, for leisurely access by visitors and staff alike.

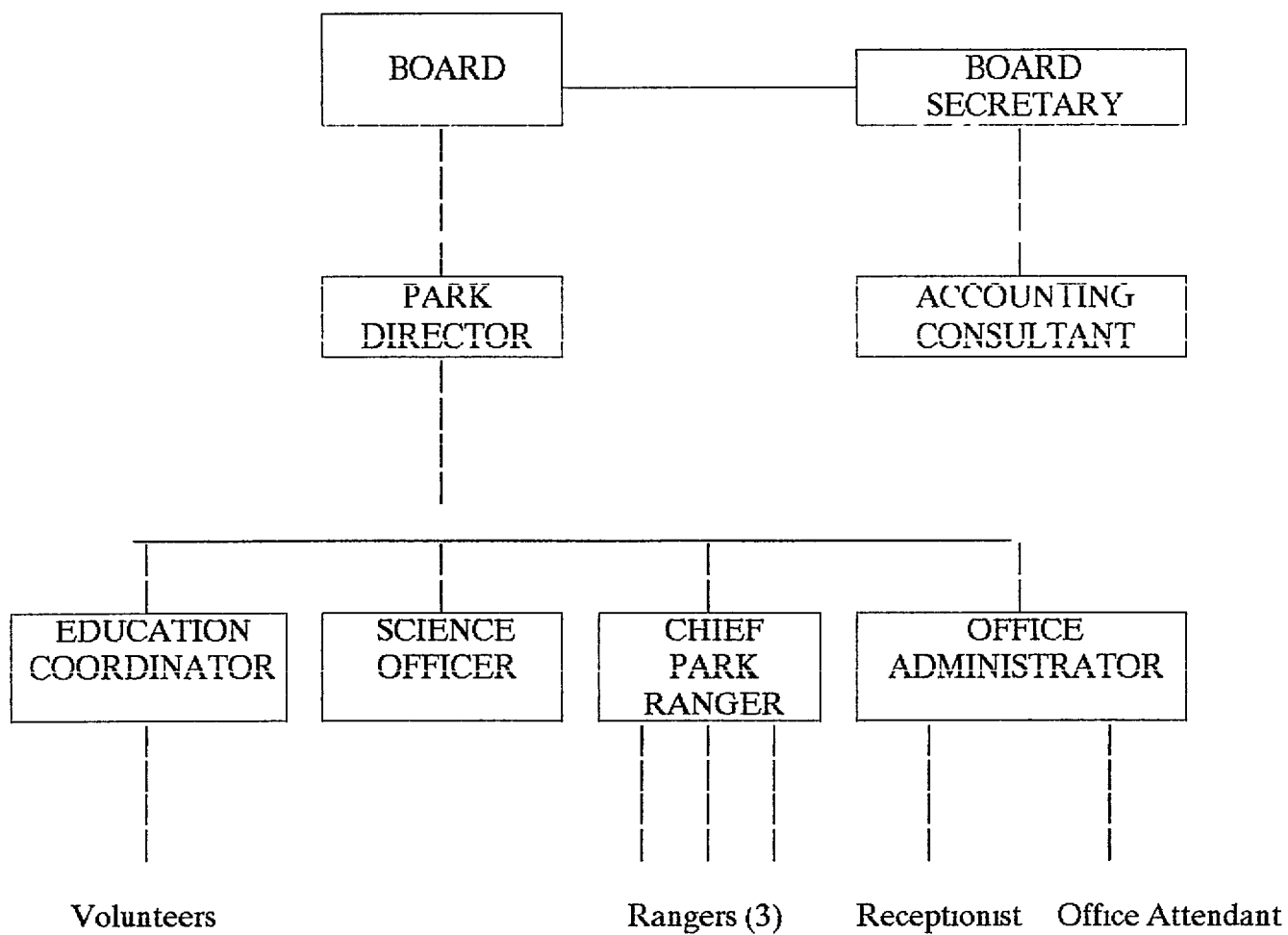
## 5 **Organization and Human Resources**

### 5.1 **Organization**

The present organization structure of the Trust is depicted in Fig. 1.

The services and hence functions of the Trust may be enumerated as follows:

<u>Present (Existing &amp; Imminent) Services</u>			<u>Supportive Functions</u>
<u>Protected Area Management</u>	<u>Environmental Education</u>	<u>Other (Elective)</u>	
Marine Parks Regulations enforcement	Public education	Mooring buoys	Member relations Formal planning Fundraising & income earning Public relations
Permit adminis- tration (boating, watersports, fishing, research	Alternative practices promotion (off-site)	Safety & rescue  Research assistance & support	Foreign relations Financial management Human resource management Machinery/equipment maintenance

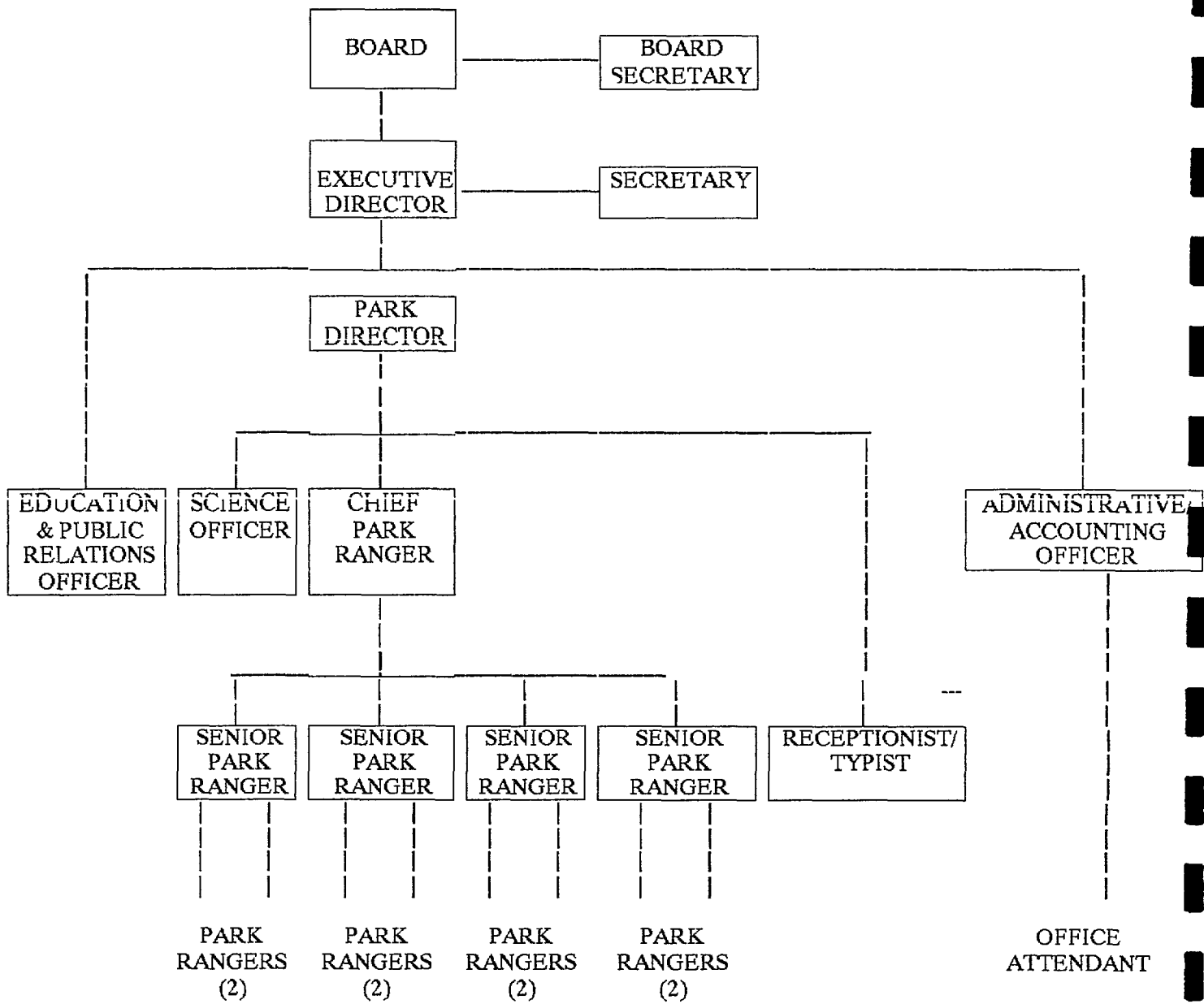


**FIG 1- PRESENT ORGANIZATION STRUCTURE**

specimen,  
collection/  
resource  
harvest, etc )

Research &  
monitoring  
Sustainable use  
promotion  
(on-site)  
Restoration/  
rehabilitation

<u>Possible Additional Services (Future)</u>		<u>Supportive Functions</u>
<u>Environmental Regulatory (Third Party)</u>	<u>Other (Elective)</u>	
Beach control (NRCA) Wildlife protection (NRCA)	Fishery extension, development	Visitor centre, attractions Training Scientific services
Monitoring/enforcement re development permitting, discharge licensing (NRCA) Inspection and monitoring/ enforcement re fishing licensing & registration, fishery protection (FD) Boat inspection for licensing (MB)	Small projects funding (CBOs)	Consultancy
Monitoring/enforcement re aspects of harbour protection (MB, HD)		
Monitoring/enforcement re pollution from ship- generated waste (MTW/MA)		
Monitoring/enforcement re pollution from landward- generated solid waste (SJPC)		



**FIG 2** **PROPOSED ORGANIZATION STRUCTURE**

[The foregoing should help resolve a recurring confusion of corporate identity raised by persons in the Trust and NRCA, namely What is the distinction between the MBMP and the MBMP Trust?

The confusion probably arises from

- the term 'Montego Bay Marine Park' having been used interchangeably to denote the Park itself, the component of the PARC project dealing with management of the Park, and the implementing team, prior to the Trust taking over, and
- the apparent singularity of purpose conveyed in the name of the Trust, suggesting that it is a captive of the Park

The situation would have been less confusing had the name of the Trust been different. The Park can aptly be looked upon as property or 'estate' with the Trust as its contract manager or operator. The individuals engaged in Park management are staff of the Trust. Furthermore, it can now be appreciated that management of the MBMP (on behalf of NRCA), whilst a dominant area of activity for the Trust, is but one of several such possible. Thus, a name such as "Montego Bay Environment Trust" or "Montego Bay Environment Conservancy" or "Montego Bay Nature Conservancy" would be less confusing, and more appropriate to the wider role of the Trust.]

Following the foregoing, and analysis of the next section, a proposed revision of the organization structure is shown in Fig 2. (The actual job descriptions - which include modification of some jobs and hence their titles - are dealt with in section 4.1.4). It is projected that the additional (third party) regulatory services could be rendered without adding any staff, but with further training of Rangers.

## 5.2 Staffing and Capabilities

The current staffing of the Trust is listed as follows

Board Secretary	-	Jill Williams
Park Director	-	Malden Miller
Education Coordinator	-	Josh Cinner (US Peace Corps Volunteer, part time)
Science Officer	-	(Vacant)
Chief Ranger	-	Roderick Clarke
Rangers	-	Wayne Corniffe
	-	Mark Melhado
	-	Lenroy Muir
Administrative/ Accounting Officer	-	Hopal Colley (proposed new title)
Receptionist/Typist	-	Etta Bygrave ( " " " )

Resumes on the foregoing, except the incumbent Education Coordinator whose term of office expires in July 1998, are attached as Annex I

One unusual feature of the executive arrangements is worth pointing out. The actual role played by the incumbent Board Secretary since 1994 fairly exceeds what might be expected from that title. Additional duties that have been carried by the incumbent include

- participation in formal planning (team preparation of Business and Management Plans)
- external relations - with the local corporate community, public, NRCA and USAID, domestic and regional ENGO community, including representation at meetings, workshops, working groups of the umbrella agency, NEST, sister ENGOs and CANARI
- fundraising
- liaising with research sponsors - WB, overseas universities, institutes, hosting visiting researchers, coordinating research projects sub-contracted to the Trust
- being 'administrative controller', and rapporteur to the Board

It is understood that the service has been for the most part voluntary and unpaid. The arrangement would appear to be unsustainable as to personal affordability, and therefore, it might be expected, also insufficient as to meeting the needs of the Trust for comprehensive, day-to-day executive management. The individual has recently been formally engaged under DEMO to implement aspects of the Revenue Generation Action Plan which was previously developed by herself.

On the basis of educational qualifications, work experience and practical training, it would appear that the incumbents have the essential objective capabilities required for their jobs. However, the areas of Public Relations and Revenue Generation (including fundraising and grant writing) require explicit tasking especially at this stage of the Trust's life cycle where long term financial viability has to be assured independent of the traditional USAID and NRCA, and in all likelihood with a non-increasing level of support from the JNPTF itself. In addition there is need for someone to be assigned day-to-day responsibility for the overall business of the Trust.

These gaps may be addressed by extending the Education function to include Public Relations - a logical combination due to the similarity in objective, audience and methodology, and, creating the position of Executive Director, which would take direct charge of Revenue Generation, overseeing Administration, Public Relations and Financial Management. Optionally, fundraising could be contracted out on a commission basis. The Park Director and Education & Public Relations Officer would then report to the Executive Director.

It is thus recommended that the position of Executive Director (ED) be created and that of Education & Public Relations Officer (EPRO) filled, and, that funding be sought from USAID for start-up salary support (A sum of US\$45,000 has already been provided in the DEMO budget )

The appointees should possess critical competencies as follows

- Executive Director  
Demonstrated capability in public and corporate communication and fundraising  
  
Solid grounding in the working essentials of formal planning and financial management for ENGO/protected area operations, and in grant writing  
  
Demonstrated capability in general (integrative) management and administration  
  
Above-average interpersonal skills  
  
Analytical and problem-solving awareness of the HRD function  
  
Sound appreciation of the sweep of marine biology  
  
Keen awareness of environmental cause-effect relationships between land and sea, with clear orientation to practical solutions
- Education & Public Relations Officer  
Familiarity with objects, workings and progress of the National Environmental Education Council (NEEC)  
  
Experience in school teaching or sociological survey and analysis  
  
Experience in generating, creating or producing public relations and environmental education items, articles, exhibits, events, programs  
  
Design-level capability with manual, audio-visual and computer-based production methods  
  
Working familiarity with specialist production houses, media agencies and organs

Whilst Research & Monitoring is a necessary function in protected area management, the limitations on funding would suggest that a vibrant visiting researcher program be pursued, and volunteer divers, technicians, etc , enlisted, rather than looking to expand in-house capacity Applications have now been invited to fill the Science Officer vacancy Also, cooperative linkages with relevant external entities should be sought - a matter which will be taken up in section 8 9



The JNPTF has been asked to indicate support for the ten (10) additional Park Ranger positions as per Fig 2

### 5 3 Use of Volunteers

The functional area which receives by far the most volunteer input is Education. It is reckoned that Research & Monitoring will attract volunteer participation when a Science Officer is appointed and the program gets going. In the area of Enforcement, the Marine Parks Regulations provide that the NRCA may appoint marine park rangers from among qualified persons anywhere, advice should be sought on whether this provision is appropriate to the kind of Park Ranger/volunteer ranger relationship envisioned. This matter is also being looked at in a parallel exercise to introduce water craft permitting in the Park.

### 5 4 Cooperation with Environment Watch Organization (EWO)

A number of factors have coincided to create conditions favourable to the Trust's merging with EWO - an ENGO which emphasizes public education. One is the need for the Trust to continue with its education programs without loss of momentum after the Peace Corps volunteer leaves in July 1998. Another is the expressed desire of EWO to pool resources more formally with the Trust to gain the many benefits of scale.

Formed in 1993, EWO's focus is environmental education of the youth. Its mission is formally stated as "To promote environmental awareness and practices in St. James and the immediate environs through education in order to sustain and improve our environment for the betterment of mankind." Its published goals are: 1) the development of a viable organization; 2) To establish environmentally friendly practices in schools, the general community, and business; 3) To facilitate effective environmental advocacy through individual empowerment.

EWO operates with a Board of ten (10), including the President who acts as executive director, and a number of young volunteer assistants. There are no paid employees. Total membership is about twenty (20), including those on the Board.

The organization has staged effective environmental education programs with a number of schools and youth groups, and is locally well received among the public at large. Apart from the voluntary input of its President and Board members, its programs had been supported by modest donations and a project grant from EFJ which has now expired. Personal and corporate resources are now an issue for its growth and indeed its ability even to sustain the present level of activity.

The tour of duty of the Volunteer, the Trust's Education Coordinator pro tem, ends in July 1998. An uninterrupted ('seamless') succession by a local counterpart on staff would have been ideal, but this has not been found possible due to funding constraints.

EWO's and the Trust's education programs are already in effect a collaborative effort the Peace Corps volunteer and local-volunteer group are common to both, they convene joint meetings of the volunteers weekly at the Trust's offices, and, they collaborate on the school and church youth group programs

A merger would be prudent from the standpoint of financial sustainability of the overall education effort with less overheads to be defrayed, donor funds disposed for environmental education would buy more program It would also be a good opportunity to change the name of the entity, putatively to reflect the coming together of organizations, but also, opportunistically, to separate the person of the Trust from that of the Park as discussed parenthetically in section 5 1 Repositioning and renaming the Trust - to identify more affirmatively with education and development - might also allow it to access certain sources of funding hitherto denied due to the perceived open-ended nature of its central park management operation, and therefore need for core - as against project funding

A merger would give a sense of continuity to, and help preserve EWO's proud memory, and identification with education programs for which it has become respected

It is accordingly recommended that the Trust respond to the overture by EWO to merge with it in a new organization (possibles names as instanced in section 5 1)

One significant practical outcome of this is that the incumbent President of EWO would play the key role in guiding or heading up the Education & Public Relations function in the new Trust

The following is a rough outline of the steps that would be taken to implement the merger

- letters to be exchanged between Boards, to include proposed conditions of merger
- financial due diligence by both sides
- resolution to seek merger to be voted on by each Board
- (if affirmative) recommendation of merger to be put to membership of each body, by respective Board
- (if affirmative) merger agreement to be drawn up, including conditions, and executed between the Boards (all Directors)

Conditions of the merger would typically include

- transfer of EWO programs to the Trust, subsequent winding up of EWO

- best efforts by President and Board to bring EWO's members into the Trust
- suitable publicity to inform government and funding agencies, sister-NGOs and foreign correspondents, suppliers, clients, and the public at large, about the merger and benefits thereof, continuation of education programs, etc
- EWO's Directors to pledge their full support to the Trust, and not to found any competing organizations within say ten (10) years of the merger
- retention of EWO name possibly as Trust education program, and on letterhead, business cards, etc

Note that what is being recommended is a transfer of the EWO program to the Trust, and not a corporate acquisition or pooling of assets

## 6 **Financial Management**

### 6 1 **Planning**

Formal financial planning is expressed as an annual budget submitted to NRCA (April - March fiscal year) and a six-monthly budget prepared by USAID/DEMO (October - September fiscal year) based on the issue of project implementation letters (PILs) which give details of funding (for previously identified items) approved for the period

With the number of target sources expected to multiply, the Trust will need in-house or close-at-hand capability to prepare its annual Business Plan in sufficient detail and flexibility of format as to allow customised budgeting and reporting

### 6 2 **The Accounts**

No final accounts have been prepared since the inception of the company in 1992. It must be said that no real 'trading' was being done prior to assumption of Park Management duties under letter of intent with the NRCA in September 1996

The Board regards this as a priority and is anxious to be able to present annual audited financial statements to donors and other external parties. The Accounting Consultancy terms of reference at Annex K also address the accounting backlog

### 6 3 **Accounting System and Operations**

#### 6 3 1 ***Chart of Accounts***

The existing chart of accounts is shown at Annex J. A recommended revised Chart is given at Annex K, which provides for a wider range of revenue stream possibilities, dealing with (statutory) permit fees collected, the holding of special fund accounts, and more detailed financial reporting

### 6 3 2 *Documentation of Procedures*

Annex L describes two procedures documented by the Accounting Consultant, namely 'Cash Cycle' and 'Purchases System - Ordering and Receiving of Goods'. These represent the early beginnings of a financial administration/ accounting manual, which could be developed in full at a later date.

### 6 3 3 *Accounting Medium*

The accounting is now completely manual. No ledgers are yet being written up. A *Peachtree* software package is loaded onto computer but not in use. At first it was intended to implement the *Peachtree* but due to misgivings about proprietorship and product obsolescence it was decided during this consultancy to reopen the search for a package. This is dealt with further in the next section.

### 6 3 4 *Manning*

Since December 1996, the function had been carried out by an Accounting Consultant with the Administrative Officer in a supporting role. The Consultant handled payroll, payments, cash books, bank account reconciliations, monthly financial report (actually a report of cash flows from two bank accounts), bank and creditor relations. The Administrative Officer handled purchase orders, payments to be made by NRCA, petty cash and creditor relations.

Based on the expressed intent of the Chairman to adopt more cost-effective arrangements, the situation was assessed and advice given as per Annex K. In due course, the recommended action was put in motion, with the Consultant relinquishing day-to-day duties to the Administrative Officer (reassigned as Accounting/Administrative Officer - ref. resume' and job description at Annexes I and F), and completing the 'training' and 'accounting backlog' tasks from the terms of reference before demitting engagement in January 1998.

The other items of the terms of reference not yet done have to do with computerization set-up, gaining tax exempt status, and clearing the backlog of statutory returns. The latter two should now be handled internally (by the Board Secretary and Accounting/Administrative Officer) with guidance or assistance from the Auditors as needed. In the case of computerization, it was subsequently decided to reopen the choice of software package, inviting demonstrations and quotations (to supply, install, set up and train) from suppliers of different products. This has been done by the Park Director in collaboration with the Accounting/Administrative Officer, and it appears that the product *Quickbooks*, a well-known, newer package, is now the favoured alternative. This choice has reportedly also met with the concurrence of the Trust's auditors.

System implementation awaits the arrival of a new computer. Some external assistance will be needed to make final adjustments to the chart of accounts, code the accounts, produce opening account balances for system set-up, etc. Until the system is working satisfactorily for three (3) months, manual accounting write-ups should be maintained.

### 6 3 5 ***Payments by NRCA***

Despite NRCA's having handed over management of the Park to the Trust - a supposed arm's length arrangement - some of the fiscal procedures retained are rather appropriate to a situation of direct management, operating through a field office. These affect the Trust's operational efficiency.

Some recurrent expenses of Park management are still paid from NRCA. The Trust sends the documents to NRCA (with attendant photocopying and secondary-list keeping). In due course cheques are sent back to Trust for distribution. This procedure is unnecessarily laborious, time-consuming and expensive, and limits the ability of Management to make the best price/credit deal from purchase to purchase.

Amounts paid over to the Trust are treated as advances to an imprest holder, requiring submission of vouching documents for 'replenishment'. An approach would be preferable, whereby payover would be made against approved budget for operating expenditure and management fees. NRCA would then be entitled to receive the financial statements of the Trust representing the results of all transactions, not just those concerning NRCA funds. In any event it is not possible to show expenditures covered by particular funds unless those funds are maintained in a dedicated account. Only where the Trust was being asked to make payment on behalf of NRCA for its own investments in Park management (e.g. in piers, boats, land vehicles, non-consumable equipment) would vouching documents be warranted, against any advances made.

A petty cash (\$4,000) imprest fund was still being operated by the Trust office from NRCA advances - a most inefficient arrangement, involving elements of duplicate record keeping, air transport, long distance telephone, and additional personnel time. Following recommendations made during this review, the practice has now ceased.

### 6 4 **Reporting**

The only financial reports produced at present are a monthly "Income and Expenditure Statement", which is in fact a statement of cash flow movements in the Trust's 'main' and 'payroll' bank accounts, and bank reconciliation statements for these accounts.

Once the computerized accounting system is up and running, true income statements (including depreciation, etc.), balance sheets and cash flow statements will be produced as a matter of course.

### 6 5 **Liquid Asset Management**

The management of cash balances is not yet very dynamic as only chequing accounts are used. From time to time cash balances may exceed short-term liquidity requirements and these should be more actively managed, through higher-yielding, low-risk instruments such as *n*-day calls, CDs, REPOs or T-bills. The latter two may have to be accessed through merchant banks or money market brokers. This activity should be supervised and controlled by the Executive Director.

## **Funding**

The progress of the MBMP management program has been almost totally reliant on funding from NRCA, USAID (PARC and DEMO projects) and JNPTF, and is accordingly relatively vulnerable. There is no single account of the total sum supplied from these sources to date. Funding has been employed to acquire fixed assets, technical assistance for various developmental work, training, and to pay certain salaries and other operating costs.

[It should be noted here that the funds from USAID are not actually received by the Trust, but represent payments made to NRCA or third parties to benefit the MBMP program. Machinery, equipment, etc., purchased for the program are technically the property of NRCA, assigned for the use of the Trust as agent. Hence these assets, although fully available to the Trust, do not appear on the Trust's books. Assets which were provided when the park program was under PIOJ management (prior to April 1996) and have not been retrieved from service are also now assigned to the Trust.]

[Most of the fixed assets are in good working order. Notable exceptions are: the larger of two patrol boats which went for repairs in early 1997, was later discovered to have clogged fuel tanks, and is now awaiting installation of new tanks (these have been acquired); certain items of office equipment which, becoming unserviceable, are being replaced. Patrol boat maintenance is costly as to both direct dollars and downtime. Management has accordingly recommended that a number of Park Rangers be sent on an Outboard Motor Maintenance Course popular with marine park management entities in Florida. As the course itself is free, total cost would be airfare plus per diem.]

There is a view that the staggered application of project inputs and introduction of appropriate regulatory provisions have resulted in a rather long 'developmental' interlude and inefficient development process. Thereby, the Trust and its predecessors were never able to attain, at any one time, the critical level of institutional and regulatory capacity required to mount a serious Park management operation.

Small in-kind grants have been received - from sources such as CIDA (fishing mesh exchange), EFJ, TNC, WB (seminars, workshops, overseas study visit). Smaller corporate contributions are received from time to time. However, the Trust has not been able to land any significant corporate contributions save for a donation of US\$10,000 from Sandals Resorts International for repairs to a patrol boat. There is quite a bit of unused capacity in the area of foreign foundations, bi- and multi-laterals.

The Board asserts that substantial community corporate funding can be counted on once the Trust is seen to be 'in control' of the Park, protecting 'the estate' to sustain a range of economic activities for its 'tenants', and has in place the kinds of promotional tools to make the case. These activities would include watersports, diving, cruising, sightseeing, artisanal and sport fishing. Protective measures would include eradication of spear fishing, abatement of pollution from effluents and solid waste, emplacement of

mooring buoys to obviate reef and sandbed anchorage. This suggests that yet more funding would be needed to attain the required comfort level.

The Board also takes the view that appreciable donations could be raised in the U.S. and elsewhere, provided tax deductibility on the donor's side could be secured. It is accordingly recommended that advice be sought from TNC on this, and on the question of tax exempt status for the Trust, and an implementation plan and costing drawn up. Decisions can then be taken on whether and how to proceed, including source of funding.

A further amount of roughly US\$380,000 was committed by USAID for the period October 1997 to May 1998, which includes funding for a new patrol boat, technical assistance to implement a user fee pilot program and key start-up activities from the RGAP, mooring buoys and salary support for key staff positions.

The RGAP was designed to inform action to increase the solvency of the Trust in order to be able to fund the expenditures enunciated in the Management Plan, and to diversify the sourcing of funds such that vulnerability will be reduced. It is known that there are serious limitations on the NRCA's resources. Further support from the DEMO project will be of limited duration - probably not extending beyond mid-1999. New protected areas are being declared, which will represent further calls on the JNPTF, additional to BJCMNP and MBMP.

It is clear that a very substantial and multi-faceted revenue generation effort (as described in the RGAP) will have to be mounted to be able to execute the strategies spelled out in the agreed Management Plan for the Park. This will include development of income-earning sources such as merchandise sales, user permit fees as well as continuing search for blind donations and project grants from foundations, corporations, bi- and multi-laterals. Hitherto untapped sources such as the EC and MacArthur Foundation should now be approached. (The EC recently approved a 419,000 ECU (around J\$17.5M) grant for rehabilitation and maintenance of degraded lands in the BJCMNP, to be executed by the JCDDT over three (3) years.)

The longer term implementation and operation of the RGAP will be a direct duty of a new Executive Director position as already recommended, whose work would be greatly facilitated by accessing the reference library on funding sources now located in the DEMO office at NRCA. The incumbent DEMO TAC Coordinator, who had done a revenue generation study tour in the U.S., should be requested to give a seminar on the subject for the Trust and other relevant ENGOs.

## **8 External Linkages and Resources**

### **8.1 NRCA**

As the office in NRCA responsible for terrestrial and marine protected areas, the NPPA Unit is supposed to

- help develop policies and policy instruments to govern the management of protected areas
- see to the conclusion of Delegation Agreements and observance of NRCA's obligations thereunder
- consolidate budget proposals for all the protected areas under management
- monitor the environmental status of the parks and the performance of the PME's in this regard (i.e. vis-a-vis the Management Plan)
- service the PME's in terms of their expressed needs for intra- or interagency interventions, in the interest of protected area well-being

The Trust relates to the NPPA Unit mainly in terms of technical and policy development matters, budget proposals, and as a financial intermediary. It relates to the Project Management and Finance Divisions in terms of accessing technical assistance, commodities and training provided under respective projects (thus far USAID/DEMO), as well as subventions.

Fixed assets provided from USAID funds and used by Park management staff are technically the property of NRCA, assigned to the Trust. This often forces the Trust into a difficult follow-up relationship with NRCA's Administration Division, trying, without final control, to procure action on such matters as ordering, shipping, clearing of imports, claiming for lost items, licensing, insuring, examination and repair of vehicles.

The need for NRCA funding for starting up park management operations has necessarily brought the Trust into interaction with NRCA's Finance Division. This has been heightened by the NRCA's holding on to a past practice of making payment to some suppliers directly - fine when the PME was a field unit of the NRCA, but inappropriate now that the PME is the Trust - a separate legal entity.

In the near future, the Trust will need to open dialogue with NRCA's WL, CZM and PCWM divisions with a view to representing their interests in and impinging on the MBMP, in order to effect a more 'wholistic' approach to environmental management of the Park.

It would clearly be far more efficient to designate one point of interface with NRCA, through which all requests and responses could be channelled. The office of the NPPA Unit would be the most logical choice. This office would be responsible for securing the requisite action through the appropriate persons within or without the NRCA, ideally with no need for recourse of the Trust to third parties. As other PME's come on stream, the NPPA Unit will likely find itself performing a similar function for them. Filling this need is well within the nature of the protected area system coordination role.



## 8 2 Local Advisory Committee (LAC)

The MBMP LAC functioned from 1990 to 1995. It comprised some 30 organizations 'invited to become members', representing a wide cross section of interests - government (including NRCA), ENGOs (including MBMPT), business and commerce, public cleansing, environment-related professions, clergy, fishing, tourism, watersports, media, utilities, safety and security forces, Park volunteers. (Missing from the list as a distinct segment is 'education' )

Towards the latter part of the period the spirit within the LAC waned, reportedly due to confusion over its role. It would appear that some viewed the LAC as NRCA's representative for all environmental matters in the area, whilst others saw it as the vehicle for stakeholders of the Park to help inform its management.

The last recorded meeting of the LAC was held in December 1995.

The Board wants to see a revived LAC which it regards as its consultative committee on management of the Park. It could facilitate this revival by first agreeing a list of member organizations with NRCA.

The relaunching of the LAC should be presided over by the NRCA Chairman and Executive Director, to signal the level of importance attached to this resource, and to maximize the positive education and public relations effect from the event. The NRCA will also have to set down a procedure for democratically choosing and rechoosing at regular intervals, the leadership of the LAC.

From the language of the NRCA Guidelines on LACs, the potential exists for the LAC, if not properly charged, to engage in destructive rivalry with the Board of the PME over the running of the park, so undermining its authority. Rather than be positioned as a potential adversary of the PME's, the LAC should be cast as its primary resource for advice and feedback from the 'well thinking' community on the disposition of the Park.

The LAC cannot be allowed to think it is there to 'run' the Park management program, interfere with the day-to-day operations of Trust staff or hold them captive to its proceedings. In particular, the Trust's functions and programs in the areas of environmental education, public relations, economic outreach and volunteer relations can in no way be subsumed in any related agenda of the LAC's. It is vital therefore that in relaunching the MBMP LAC, the respective roles or 'territories' of the LAC and the Trust, in relation to the Park, be clearly and unambiguously demarcated by NRCA.

The LAC's advice to the PME should be available to the NRCA, to verify that the process - a key element of NRCA policy - is working, and as an independent means of monitoring the sensitivity and responsiveness of the Trust in carrying out its management function. Indeed the requirement in the Guidelines for the LAC to report to NRCA via the PME should be amended. Rather, NRCA staff (probably from NPPA Unit) could

attend LAC meetings, and go through minutes on a sample basis

At the same time, pronouncements of the LAC must not be taken as automatically fair, or even honest. Care must be taken to detect and discount for any ulterior, extraneous or misguided motives, or demands outside the control of the Trust, or the NRCA itself, to satisfy

The Board's proposal to have the LAC Chairman as an ex officio member is supported as it is the most direct and practical way of getting the LAC's point of view represented to the Board. Management of the Trust would facilitate and attend meetings of the LAC

The NRCA Guidelines call for the PME to provide secretariat service to the LAC. The provision of funding - for additional staffing, accommodation and out-of-pocket expenses that might be necessary - at least in the start-up phase, would properly be the responsibility of the NRCA, since the LAC is an instrument of its policy for managing protected areas. Internal meetings of the LAC would be serviced separately since these would presumably be private affairs.

To help maintain motivation among what is essentially a group of persons giving their time voluntarily and freely (albeit, but not always obviously, in their own long-term interest) NRCA has to come up with a scheme of recognizing and marking exemplary service on the LAC. Some options coming readily to mind are honor awards (perhaps different classes), media publicity, thematic prizes, contributions to nominated charities.

From the foregoing, it is clear that the NRCA will need to (a) amend the LAC Guidelines in a number of respects, and (b) relaunch the MBMP LAC, with support from the Trust as indicated.

### 8.3 Co-Lateral Agencies

The Trust will have to cooperate, to a greater or lesser extent, with several government agencies having stewardship responsibilities which impinge directly or indirectly on the environmental well-being of the Park. Besides NRCA's NPPA Unit, which is the Trust's 'principal' with respect to park management, the more important ones for the Trust would be

- NRCA's other units relevant to protected area operations - CZM (beach control, structures and alterations of the foreshore and floor of the sea), PCWM (development permitting, discharge licensing), WL (protection of turtle, sea urchin, coral, etc., Bogue Lagoon Creek game sanctuary)
- PHD - regulation of waste treatment and disposal, including NWC
- SJPC - control of litter, solid waste disposal, gullies, drains, rivers, regulation of the built environment

- PAJ(HD, MB, POMB) & MTW/MA - harbour structures and fixtures, safety inspection and certification of vessels and operators, control of pollution from ship generated waste
- FD - registration and licensing of fishing vessels, fishermen, fishery protection (including Bogue Island Lagoon fish sanctuary), fisheries improvement
- TPDCO - watersports regulation (safety, quality)
- 'Security Forces' - CG, MEH/EWS, MP, RP

Co-operation could take the form of

- executing statutory or administrative functions on their behalf in and around the Park, under some sort of service agreement (or MOU)
- invoking their laws, as authorized persons, to bring action against offenders
- watching out for their interests in the Park, and bringing threats or infringements to their attention

There are no obvious structural blocks to achieving cooperation, however, the relationships are yet to be tested. A pilot program of usage permitting in the Park (consisting in water craft permitting) is currently being implemented, which will essentially subject some of their clients to additional (albeit environmental) regulation, and seek to conclude MOUs on specific cooperation with up to two (2) of these agencies during 1998. Should the response from these agencies be inconclusive, tentative or negative, the Board of the Trust should be prepared to support the NRCA in obtaining resolution at higher levels - up to Cabinet.

#### 8.4 Domestic ENGOS

The Trust has good relations with the national ENGO community, including NEST - the umbrella organization - JCDT (so far the only other official PME) and those designated future PMEs - NCRPS (Negril), FOTS (St Ann's Bay / Ocho Rios), PEPA (Port Antonio), SCCF (Portland Bight).

Over the past year its Chief Ranger has served several sessions as resource person at planning meetings of the Port Royal EPT.

Locally, it enjoys an especially close working relationship with EWO as already described, schools, church youth groups, citizens associations, et al.

## 8 5 **Regional Entities**

The Trust - particularly through the Park Director and Board Secretary - enjoys good consultative relations with a number of marine PME's including those (government and non-government) in Aruba, Bonaire, Belize, B V I , Cayman Island's, Saba, and Biscayne National Park (Florida)

This relationship derives from (a) common membership in CAMPAM, CANARI, CCA, (b) participation in study tours (e g tour of Florida and Belize protected areas in March 1997 under USAID/DEMO funding), seminars and workshops (e g CANARI seminar in Negril, November 1997, CAMPAM Park Managers workshop in Miami, December 1997,) (c) being part of the network of ENGOs and PME's based upon personal contacts built up over years of academic, professional and fraternal interaction - within which ongoing communication is conducted by way of telephone, e-mail and newsletters

## 8 6 **Scientific Cooperation**

The sweep of operational scientific contacts had by the Trust can be gleaned from the list of research and monitoring programs undertaken in the Park (section 9 4) and planned programs of coral reef et al monitoring outlined in section 4 3

## 8 7 **Professional Business Support**

### 8 7 1 **Attorneys**

The company's Memorandum and Articles of Association, and By-laws, had been drawn up by attorney-at-law Jacqueline Hall in 1992 Her services were rendered for free

Technical assistance will be required to (a) advise or and establish a trust fund for the Trust, and (b) draft and/or vet specified contracts into which the Trust will be entering It will not be possible to obtain free legal services this time Terms of reference are as follows

#### Trust Fund

- analyze and notify the Board the advantages and disadvantages of a special trust fund vs management of funds by the Trust distinguish between accessibility of fund accounts kept by the Trust, and legally segregated, autonomous trust fund, obtain go/no go decision
- determine from discussions with Board and Management what streams of revenue would go to the Fund
- determine whether the endowment would be protected absolutely or conditionally, and the mechanisms for so doing
- determine objective composition of board of trustees (to secure independence from Board of Trust) and procedure for selection

- determine objective procedure for selecting manager of the Fund
- determine procedure for Trust to draw down from Fund
- draw up trust fund documents (memorandum and articles of association, trust deed, rules) and file with appropriate authorities
- facilitate first meeting of trustees of Fund (joint meeting with Trust Board)
  - to educate as to responsibilities, procedures
- [accounting system for Fund to be designed separately]

#### Contracts

- Draw up MOU between Trust/NRCA on the one hand, and FD on the other, for the Trust to undertake specified duties on its behalf in and around the Park boat and fisherman surveys, licensing and registration processing, fishery protection and rehabilitation (enforcement of Bogue Lagoon fish sanctuary, implementation of fishing gear change, artificial reef construction, etc ), catch monitoring, alternative income generation (implementation of Bogue Lagoon boating attraction, etc )
- [Possibly draw up MOUs with other co-lateral agencies - MB, MTW/MA SJPC, et al ]
- Vet new Delegation Agreement drafted by NRCA, representing the Trust's interests, give technical support to negotiations

#### 8 7 2 *Software Suppliers*

The Trust has chosen a local supplier of accounting software which is closely affiliated with an accounting write-up service. This bodes well for system set-up and configuration, routine support and any problem-solving interventions that might be occasioned.

#### 8 7 3 *Auditors*

The appointed auditors to the Trust are the well-known Price Waterhouse. Their services are reportedly to be provided pro bono, however it should not be expected that this will last indefinitely. As it is, they have not been called upon to audit any accounts yet, but this situation is expected to be addressed in the near future (ref section 6 2). As was already mentioned, their advice has also been sought informally in the Trust Management's selection of an accounting package.

## 8 8 **Public Relations**

Public relations is about the image of the organization and its perceived worthiness of patronage. As such it is strongly linked to fundraising ability.

The function is not now concentrated in any one office but is shared between the Chairman, Secretary/Director and Park Director. Inevitably the public education program also contributes to the Trust's image.

The current consultancy to implement startup activities of the RGAP will produce materials to improve and sustain the presence of the Trust. These include a new logo, brochures, and a fundraising prospectus or case statement. As a line function, Public Relations could conveniently be combined with Education when the tasking assistance is completed, this was already dealt with in section 5.2.

The Trust appears to enjoy a fairly positive image among local business and the citizenry, through its interaction at Board and staff levels with interests in tourism, local government, industry and commerce, service and social clubs, trade associations, schools, churches, other CBOs, by way of private meetings, media presentations, education and volunteer activities, including participation in expositions and popular clean-ups. This has not yet translated into meaningful financial support or membership accession.

A major program of public relations has been drawn up in the Management Plan and Revenue Generation Action Plan (RGAP). Full implementation will require acquisition of the full time ED and EPRO (as dealt with in section 5.2). It will also be necessary to acquire the additional Rangers, materiel (mooring buoys, working patrol boats, etc.) and empowerment (district constable et al status for Rangers) that will allow it to produce the (enforcement) results and hence call up the reserves of tangible support said by the Board to be awaiting a credible showing. A special membership drive should also be undertaken as soon as the ED and EPRO are in place.

## 8 9 **Need for Specific Overseas Cooperation?**

As the Park management operation moves from the 'project' phase to the 'going-concern' phase, the Trust will need to model itself more and more on successful PME's in the outer world. This kind of program, and especially the coexistence of conservation and tourism exploitation, within a milieu of strong urban intrusion, is hitherto unknown in Jamaica, and success will rely not just on getting individual functional areas right, but on integrating them into a coherent, mutually reinforcing whole, making up the total business of the Trust.

Within the past year, at least two opportunities were taken by Management to see some of what obtains elsewhere. The already mentioned study tour in March 1997 covered environmental protected areas and their management entities in Florida and Belize. At the CAMPAM meeting convened at Biscayne National Park (BNP) in November 1997, commitment was made for mutual assistance between the marine protected area managers of the wider Caribbean - Cuba, Haiti, Dominican Republic, Costa Rica, et al. BNP would coordinate the network for two years, with UNEP as secretariat.

The Trust could usefully avail itself of broad assistance from an experienced marine PME in a working park, by way of exchange operating attachments, periodic inward monitoring visits with reporting of findings (on state of the Park, usage characteristics, etc.) and recommendations to the Trust Board and Management, machinery and equipment in-service training, specific works such as installation of mooring buoys, accessing administrative tools and documentation - systems and procedures, visitor surveys, formal planning, performance standards, promotional and fundraising literature.

A process of learning by working alongside and emulating the other in a real life operating mode is to be preferred at this stage over a prescriptive tutorial-type approach. It is also less likely to detract from the day-to-day operational responsibilities of Management. A cooperative relationship with Biscayne National Park would probably provide such an experience.

BNP has a combination of size, biota and balance between conservation and alternative-use concerns that would be comparable to the local situation. Like the Trust, it is gearing up to become financially sustainable. Within and without CAMPAM, MBMP and BNP managers are already known to each other. Accordingly, it is recommended that the Trust pursue a cooperative relationship with BNP.

Florida Marine Research Institute (FMRI) is involved with conservation and rehabilitation of commercially important species and works with commercial fishermen, capacities that would seem highly relevant to the local situation. A relationship with them should also be explored if the agreement with FD seems likely.

As a matter of sequence, the Trust should determine whether USAID/DEMO would be prepared to support the foregoing in principle. If affirmative, a more detailed proposal should then be drafted.

## 9 Operational Performance

### 9.1 Introduction

NRCA assigned the Trust operational responsibility for management of the Park in September 1996. From 1992 to 1996 it was the responsibility of the PIOJ (PARC PMU), with the Trust Board playing the role of 'watchdog' and 'friend', and member of the LAC. As a program, MBMP has been receiving support from USAID and GOJ since 1990, and from JNPTF since 1993.

## 9 2 **Public Education**

A summary of the public education effort, excerpted from the Management Plan (Action Plans), is given at Annex M. As can be seen, the effort has been devoted largely to school children.

The function itself is headed up by a US Peace Corps Volunteer (whose term of office ends July 1998), and enjoys much local-volunteer participation. The Volunteer works closely with EWO's President who is also a member of the Trust's Board. The question of a formal merger of EWO's and the Trust's programs was dealt with fully in section 5.4.

## 9 3 **Enforcement**

The main sources of biological and physical spoliation of the Park system are sewage and trade effluent emanating from the sewage treatment plants, rivers, direct outfalls from business establishments, the hydrological system, sedimentation from man-made deforestation and coastal erosion, and solid waste brought down in gullies and drains especially after heavy rain.

These are largely beyond the Trust's control at present, but more could perhaps be done in the future when planned upgrading of NWC's plants and sewer lines are completed, and if the Trust is delegated wider responsibilities by the NRCA. (Public education can also be expected to have some, albeit subsidiary, impact.)

Much of the intent of the Marine Parks Regulations (e.g. permit required for fishing, no discharge of effluent into the waters) cannot now be pursued by the Park Rangers either because the detailed mechanisms are not yet in place, or due to force majeure, as with the state of NWC's sewage treatment plants, etc. Improvements are however planned on both fronts. The tabulation of enforcement effort over the period May -December 1997, at Annex N, was extracted from the available monthly Operational Reports.

The Enforcement Unit is deficient in the following resources:

- personnel: 10 more rangers needed (vs. 4 at present) for 24-hour patrol
- boats: 1 more boat needed, plus 1 to be recommissioned (vs. 1 only now working). Delivery will shortly be taken of the new boat from USAID.
- radio equipment: replacement units needed - urgent.



- empowerment whilst the rangers have been designated Marine Park Rangers (and most, Game Wardens) by the NRCA, they could also conveniently be cross-empowered as Fishery Inspectors, and NRCA 'authorized officers' for beach control and monitoring functions under the development permitting and discharge licensing provisions of the NRCA Act District Constable status would also enable the rangers to take action under any other relevant law (e g Harbours Act) in defence of the environmental integrity of the Park
- gaps in the Regulations (amendments are currently being drafted to provide, in the first instance, limited user permitting, etc )

Future enforcement effort is envisioned as a program of patrolling and action taking to protect the ecology of the Park against deleterious practices of all kinds, not just infractions by fishermen It is intended that the Park Rangers establish a program of interworking with the Resort Patrol and Marine Police

#### 9 4 **Research and Monitoring**

The Management Plan enunciates a number of biological and sociological research and monitoring (R&M) strategies

Monitoring is needed to provide feedback on the status of habitats and the species themselves, determine impacts (of water pollution, mooring buoy emplacement, vessel loading, etc ) and whether impacts are spreading, and to assess the effects of Management's own conservation measures Monitoring is not a full time activity, scientific observations for the most part need to be made at least once a year Once the program is set up, assistance could be got from divers already on board, licensed dive operators and other volunteers It is also possible to have the work done by outside agents

The Trust's own R&M effort is negligible at this time, largely due to the Science Officer's position being vacant (the Park Director is, however, a very qualified and knowledgeable marine scientist)

On the other hand, the Trust has been hosting, facilitating, and sometimes providing technical support (boat, diving crew, administration of survey instruments, etc ) to R&M activity conducted by visiting researchers, trying to derive as much information from it as possible for its own benefit A list of the R&M projects hosted by the Trust, extended from the Management Plan (Action Plans), is given at Annex O

Trust personnel on occasion accompanying Fisheries Officers on inspection of establishments against taking of lobster during the closed season It will be important for the Trust to support the FD further in protecting the fishery and help sustain the livelihood of area fishermen through restoration of habitat and employment of alternative fishing methods

**9 5 Restoration**

Environmental restoration is one of the responsibilities the Trust has set itself. Activity in this area is negligible at the present time. Future activities would include mangrove replanting, coral reef rehabilitation, and building of artificial reefs.

Pollution is essentially a function of effluent discharge, as already mentioned. As a practical matter, any appreciable improvement in this area will have to await completion of sewerage works currently in progress.

**9 6 Usage Permitting**

As mentioned before, a pilot program of usage permitting, specifically for water craft, is currently being implemented, which is scheduled for startup around mid-1998. Activities include the establishment of tools to monitor and evaluate the effects and effectiveness of the program.

Other elements of usage permitting are to be phased in gradually. This area is not expected to yield any appreciable income for the first few years, but will be more a device to prevent undesired practices in the Park.

**9 7 Safety and Rescue**

Among the emergency services the Trust staff have provided are the moving of privately owned boats to safety (from sudden windstorms or swells), and taking divers suffering from 'the bends' to the DMBL decompression chamber. (The Park Director is certified to operate the chamber.) These services have been rendered for free.

## Annex A

Board Composition

Name	Special Status	Occupation	Other
-----	-----	-----	-----
Liz Dobson		President - Environment Watch Organization	
Hyacinth Forde		Science Teacher, Vice Principal - Cornwall College	
Brian Langford		Sea Captain, Tourist Attractions Operator, Commodore - Montego Bay Yacht Club	
David Lindo		Tourist Attractions Operator	JHTA Representative JTB Director
Theo Smit		Dive Operator	Founding Member
Louis Spence	Treasurer	Banker	
Kirk Taylor	Chairman	Manufacturer, Company Director	Director - AAJ, JAMPRO Member - National Industrial Policy - Industry Advisory Council for Apparel
Minor Taylor	Fundraising Committee Chair	Manufacturer, Company Director	President -AMCHAM/ Jamaica Sport Fisherman
Jill Williams	Secretary	Freelance Writer, Event Producer/ Coordinator, Fundraising Consultant	Secretary - AJAL



# CONSERVATION AUTHORITY

53 1/2 Molyne's Road Kingston 10 Jamaica W.I.  
Tel (809) 923-5155 923-5166 923 5125 Fax (809) 923 5070

Annex B

Ref No 17/17

December 7, 1995

Mr Kirk Taylor,  
Chairman,  
The Montego Bay Marine Park Trust,  
Montego Bay

## Re MONTEGO BAY MARINE PARK

### [Delegation of Management Functions to the Montego Bay Marine Park Trust]

The Natural Resources Conservation Authority (NRCA) (hereinafter called "the Authority") hereby confirms its intent to delegate the responsibilities for the sustainable management of the **Montego Bay Marine Park** to the Montego Bay Marine Park Trust (hereinafter called "the Trust"). The delegation will be pursuant to Section 6 (copy attached) of the Natural Resources Conservation Authority Act (Enclosure i) and will be subject to terms and conditions as may be determined by the Authority.

The terms and conditions of the delegation will be guided by the policy framework set out in the Green Paper "Towards a National System of Parks and Protected Areas" tabled in Parliament in December 5, 1995 which is attached for your information (Enclosure ii).

It is a condition precedent to the formal delegation that the Trust shall furnish the Authority with the information required at Steps 5 to 7 of the attached table extracted from the Green Paper (Enclosure iii). The Trust's attention is drawn in particular to the need for the following -

- 1 A Management Plan for environmental protection and sustainable use of the protected area that is acceptable to the NRCA. We anticipate that the plan will be prepared in collaboration with other NGOs and relevant stakeholders and government agencies. The Plan should incorporate detailed information regarding the administrative capability and mechanisms to effectively manage the Montego Bay Marine Park. Information should be provided in accordance with the outline attached to this letter.
- 2 A Financial Statement and Business Plan, acceptable to the NRCA, outlining the financial sustainability of the proposed management plan and providing details of the administrative and operational arrangements your Trust intends to establish, and including proposals for revenue generation and cost recovery from users of the Park.

Mr Kirk Taylor  
The Montego Bay Marine Park Trust  
December 7, 1995

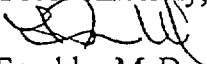
We expect that your proposals will also include funding mechanisms based on the control of trades, businesses, amusements, sports and other activities in the protected area and the establishment of user charges and licence fees. The use of income derived from the Montego Bay Marine Park and the sharing of such revenues with other parts of the National Park System will be subject to conditions based on negotiations in the transition period.

- 3 A statement of community involvement and participatory processes, acceptable to the NRCA, to be followed by the Trust in the management of the Marine Park and involving stakeholders and interest groups such as the Parish Council, Jamaica Hotel and Tourist Association (JHTA), St James Environment Protection Trust (STEPT), and Greater Montego Bay Re-development Company (GMRC)

Based on our earlier discussion, we anticipate that the Trust will be in a position to provide the above before March 31, 1996. Further to this, the NRCA will work closely with you, and provide support through the ongoing GOJ/USAID PARC 11 Project for the development of the abovementioned Management, and Business Plans.

As you are aware, the establishment of Marine Parks and Marine Protected Areas has been a goal of many individual Jamaicans, at national and local levels and of successive Governments since independence. The NRCA's mandate in this area is clearly articulated in the NRCA Act of 1991 and we are committed to support and facilitate the process of co-management and delegation to local groups such as your Trust. We wish you every success in this task and look forward to a successful transition from the PARC 11 Project to a functioning Park spanning ultimately the entire St James Coastline.

Yours sincerely,

  
Franklin McDonald  
Executive Director

cc Permanent Secretary, Ministry of Environment & Housing  
Attention Miss L Barnaby

Greater Montego Bay Re-development Company, Attention Mr N Sloey  
Jamaica Hotel and Tourist Association, Attention Mr H Knowles  
St James Environmental Protection Trust, Attention Mr T Miller  
Director General, Planning Institute of Jamaica  
Attention Miss M Henry

- (b) any area of land or water as a protected area in which may be preserved any object (whether animate or inanimate) or unusual combination of elements of the natural environment that is of aesthetic, educational, historical or scientific interest, or
- (c) any area of land lying under tidal water and adjacent to such land or any area of water as a marine park

(2) The Authority shall cause any order made under subsection (1) to be published once in a daily newspaper circulating in Jamaica

6—(1) The Authority may delegate any of its functions under this Act (other than the power to make regulations) to any member, officer or agent of the Authority <sup>Delegation</sup>

(2) Every delegation under subsection (1) is revocable by the Authority and the delegation of a function shall not preclude the performance of that function by the Authority

7.—(1) The Minister may, after consultation with the chairman, give to the Authority such directions of a general character as to the policy to be followed by the Authority in the performance of its functions as appear to the Minister to be necessary in the public interest, and the Authority shall give effect thereto <sup>Ministerial directions.</sup>

(2) The Authority shall furnish to the Minister such information as he may require with respect to the activities of the Authority and shall afford to him facilities for verifying such information in such manner and at such times as he may reasonably require

8 Any person, body or agency having authority over any matter in respect of which the Authority has functions to perform pursuant to this Act shall not, whether provisionally or finally, approve or determine such matter until the Authority has been consulted thereon. <sup>Authority to be consulted</sup>

## NRCA's General Process for Establishing Protected Areas

### Stage 1 Initiate Action

A community NGO, the NRCA, Park Advisory Board, or other agency identifies possible new protected area. Groups outside the NRCA initiate planning and/or request assistance from the NRCA in starting planning. The NRCA assigns staff to work with interested NGOs, other organisations, agencies, individuals, and local government. A planning team is formed.

### Stage 2 Build Community Participation

Workshops, community meetings, and other means are used to identify community issues, interests, and needs. Typically, a local organisation takes the lead in this effort. If no appropriate local organisation exists, organising community participation becomes the responsibility of the initiating agency or group with the assistance of the NRCA and NEST.

### Stage 3A Prepare Environmental Policy Framework

For large areas such as a watershed or parish, the planning team prepares an Environmental Policy Framework, identifying issues, compiling and reviewing data, and defining an "Action Programme". Broad community support is developed. The Framework will include areas to be designated National Parks, Nature Reserves, or other type of protected area and will generally lead to the declaration of an Environmental Protection Area.

### Stage 3B Assess Feasibility of Park or Protected Area

For specific areas which are being considered as National Parks, Marine Parks, or other types of protected area, the planning team completes a Feasibility Assessment. Issues to be examined include boundaries, land ownership, local management potential, and costs. The study may result in a recommendation that the area be formally added to the Protected Areas System.

### Stage 5 Prepare Management Plan

Prepare a comprehensive management plan for all aspects of management of the area, following NRCA guidelines. This plan will be prepared jointly by local organisations, the NRCA, and any other agencies with major responsibilities in the area and submitted to the NRCA for approval.

### Stage 6 Prepare Operations Plan

The potential management or co-management organisation prepares a proposal for managing the area in accordance with the management plan. This includes a business plan for the operation and a long-term financial sustainability strategy. Operations plans will be prepared according to NRCA guidelines and will be approved by the NRCA.

### Stage 7 Delegate Authority to Manage

Upon approval of the operations plan, NRCA may delegate management authority for the area to the other organisation. Operations Plans and budgets are prepared annually. Management Plans are updated every three to five years.

Source: Green Paper #1/95 - TOWARDS A NATIONAL SYSTEM OF  
PARKS & PROTECTED AREAS

(December, 1995)



# NATURAL RESOURCES CONSERVATION AUTHORITY

53 1/2 Molyneux Road Kingston 10 Jamaica W.I.  
Tel (809) 923 5155 923 5166 923 5125 Fax (809) 923 5070

Annex C

## Montego Bay Marine Park Delegation of Management Functions to the Montego Bay Marine Park Trust

The Natural Resources Conservation Authority (herein called the Authority ) hereby delegates the responsibilities for the sustainable management of the Montego Bay Marine Park (MBMP) to the Montego Bay Marine Park Trust (hereinafter called 'the Trust ') effective September 20 1996 for a period of three (3) years. The delegation will be pursuant to Section 6 of the Natural Resources Conservation Authority Act and subject to the following conditions

- 1 Management be based on the provisions set out in the Draft Management Plan submitted to the Authority in May 1996
- 2 A financial sustainability plan be provided to the Authority by December 1996 including proposals for revenue generation and cost recovery from uses of the Park
- 3 Government of Jamaica will continue to support operations of the Park through the Authority for the financial year 1996/97 based on the Ministry of Finance and Planning approved allocation
- 4 The staff currently being paid by the National Park Trust Fund (NPTF) will now come under the direct supervision of the Trust
- 5 The Trust must exhibit clear community involvement and participatory processes acceptable to the NRCA in the management of the Marine Park
- 6 The Trust must provide the Authority with a quarterly status report in keeping with the milestone agreed to in the management plan
- 7 The Authority has the power to revoke this instrument of delegation by six (6) months notice in writing should in the Authority's opinion, the Trust fails to live up to its obligations
- 8 If the Trust is unable to carry out its obligations of managing the Park this should be conveyed to the Authority in writing six months prior to the time of relinquishing responsibility

NADINE ISAACS  
CHAIRMAN  
NRCA

KIRK TAYLOR  
CHAIRMAN  
MBMPT

DATED 20TH SEPTEMBER, 1996



**DRAFT**

**THE NATURAL RESOURCES CONSERVATION AUTHORITY  
ACT 1991**

**DELEGATION INSTRUMENT**

**Parties**

**THE NATURAL RESOURCES CONSERVATION AUTHORITY** whose address for service within jurisdiction of the Courts of Jamaica is 53 1/2 Molyne's Road, Kingston 10, in the parish of St. Andrew hereinafter called the "Authority"

**NEGRIL AREA ENVIRONMENTAL PROTECTION TRUST** (Please Fill in type of company limited by guarantee not having a share capital, with registered office etc )

**Definitions**

'Authority' means the Natural Resources Conservation Authority established pursuant to section 3 of the Natural Resources Conservation Authority Act

'Commencement Date' means the     day of     1997

'Term' means from the commencement date to the     day of     19

'Expiry Date'

**PREAMBLE**

**WHEREAS** Section 6 of the Natural Resources Conservation Authority Act (hereinafter called "the Act") provides that the Authority may delegate any of its functions under the Act (other than the power to make regulations) to any member, officer or agent of the Authority

**AND WHEREAS** the Negril Environmental Protection Trust, a company

**AND WHEREAS** the Authority is desirous of delegating to the NEPT the said functions on the terms and conditions herein specified

## **GRANT**

### **IT IS HEREBY AGREED AS FOLLOWS**

The Authority hereby appoints the NEPT as an agent of the Authority in accordance with this agreement pursuant to section 6 of the Natural Resources Conservation Authority Act, and delegates to the NEPT the functions specified herein subject to the terms and conditions specified

### **THE AUTHORITY'S OBLIGATIONS**

1

The Authority shall-

- (a) Assign an annual allocation in its budget to assist NEPT in performing the functions described herein
- (b) Co-operate with NEPT in its efforts to perform the functions described herein including but not limited to providing technical and legal assistance
- (c) Provide NEPT with research assistance and information which it may require that the Authority has possession of, in its efforts to carry out the functions described herein

### **GENERAL**

2

- (a) This Instrument of Delegation shall be for a period of five years and may be renewed on the option of the Authority by NOTICE in writing with the mutual consent of NEPT

### **NEPT's OBLIGATIONS**

1

NEPT shall-

- (a) take such steps as are necessary for the effective management of the physical environment of the Environmental Protection Area as described in the Natural Resources Conservation (Environmental Protection Area) Regulations and Order 1997 so as to ensure the conservation, protection and proper use of its natural resources

(b) promote public awareness of the ecological systems of the Environmental Protection Area and their importance to the social and economic life of the Island

(c) manage such National Parks, Marine Parks, protected areas and public recreational facilities as specific management may be delegated to NEPT for management purposes

(d) advise the Authority on matters of general policy relating to the management, development, conservation and care of the environment within the Environmental Protection Area AND

(e) perform such other functions in the Environmental Protection Area as may be assigned to it by the Authority from time to time

## IMPLEMENTATION

### 2

#### A

In performing the functions specified in section 1, NEPT may with the written consent of the Authority

(a) develop, implement, and monitor plans and programmes relating to the management of the Environmental Protection Area and the conservation and protection of its natural resources

(b) construct and maintain buildings and other facilities for public recreational purposes

(c) identify areas that may be considered for purposes of zoning and to facilitate the zoning of the Environmental Protection Area into parks and protected areas as well as identifying areas within the Environmental Protection Area that are in need of special protection

(d) enter into co-operative agreements with government agencies, government institutions, and individuals for the effective management of the Environmental Protection Area

(e) investigate the effect on the environment of any activity that causes or might cause pollution or might involve waste management or disposal and with the consent of the Authority take such action as it thinks appropriate

#### B

In performing the functions specified in section 1, NEPT may,

(a) monitor the activities within these parks and protected areas

(b) procure the requisite facilities and equipment to carry out the functions herein described

(c) undertake studies in relation to the environmental protection Area and encourage and promote research into the use of techniques for the management of pollution and the conservation of natural resources

(d) conduct seminars and training programmes and gather and disseminate information relating to environmental matters

(e) formulate and design demonstration projects aimed at ensuring the sustainable use of the natural resources within the Environmental Protection Area and the environment in general, and to operate and publicise demonstration projects and to make them available for demonstration

(f) to provide pertinent information to, and to inform the public in respect of all aspects of the quality of the environment generally and specifically of the quality of the environment within the Environmental Protection Area, including the control and abatement of environmental pollution

(g) perform the functions listed in Section 1 in accordance with the Environmental Protection Plan and in accordance with the Act and the regulations made thereunder

(h) employ and supervise staff as necessary for the proper carrying out of the functions described herein

### **DELEGATION**

#### **3**

NEPT shall-

(a) not sub-delegate any of its responsibilities without the consent of the Authority, such consent not to be unreasonably withheld

### **INDEMNIFICATION**

#### **4**

NEPT shall-

(a) indemnify and shall keep indemnified the Authority against any loss, damage or liability whether criminal or civil suffered arising out of, or relating to the carrying out of any one or more or all of the functions described herein resulting from a breach of this Agreement or any act of negligence or default on the part of NEPT, its employees and any sub-delegatee

## REPORTING

5

NEPT shall-

(a) report to the Authority all environmental pollution incidents occurring within the Environmental Protection Area as soon as such come to the attention of NEPT and its employees

(b) As soon as may be practicable before the 31<sup>st</sup> day of December in each year, submit to the Authority for approval, its estimates of revenue and expenditure in respect of the period commencing on the 1<sup>st</sup> day of April in the following year ending on the 31<sup>st</sup> day of March of the subsequent year, and shall during that year, submit to the Authority for approval any estimate of further expenditure as may become necessary

(c) Keep accounts and other records in relation to its business and shall prepare annually a statement of accounts in a form satisfactory to the Authority, being a form that shall conform to the best commercial standards

(d) When requested to do so by an person make available estimates of revenue and expenditure for any financial year

(e) To submit to the Authority at six month intervals, a report specifying the accomplishment of the goals of the Environmental Protection Plan

(f) To submit for dissemination to the public a report on the State of the Negril Environmental Protection Area

## TERMINATION

6

(a) The Authority may terminate this Agreement by six month notice in writing at the registered office of NEPT for a fundamental breach of this Agreement

(b) This agreement shall terminate on the Expiry Date

## MISCELLANEOUS

7

### Severance

In the event that any provision of this Agreement is declared by any judicial or other competent Authority to be void, voidable illegal or otherwise unenforceable the parties shall amend that provision in such reasonable manner as achieves the intention of the parties without illegality

## SUPERCEDES PRIOR AGREEMENT

8

This agreement supersedes any prior agreement between the parties whether written or oral and any such prior agreements are cancelled at the commencement date but without prejudice to any rights which have already accrued to either of the parties

## NOTICES

9

Any Notice to be served shall be sent by prepaid recorded delivery or registered post or by fax supported by the original document and shall be deemed to be received by the addressee within five (5) working days of posting or twenty four hours(24) if sent by fax to the correct fax number of the addressee

## ARBITRATION

### 10

All disputes or differences which shall at any time arise between the parties whether during the term or afterwards touching or concerning this delegation instrument or its construction or effect of the rights, duties or liabilities of the parties under or by virtue of it or otherwise or any other matter in any way connected with or arising out of the subject matter of this agreement shall be referred to a single arbitrator to be agreed upon by the parties

## **NATURAL RESOURCES CONSERVATION AUTHORITY**

NAME

TITLE

SIGNATURE

DATE

WITNESS

## **NEGRIL ENVIRONMENTAL PROTECTION TRUST**

NAME

TITLE

SIGNATURE

DATE

WITNESS

## Annex E

## NRCA/DEMO TRAINING PROGRAMME

Prepared February 18, 1998

COURSES	PARTICIPANTS FROM MONTEGO BAY MARINE PARK	
	No	NAMES
Presentation Skills Nov 20 - 21, 1995		
Project Design Methodology Training of Trainers Nov 22 - 24, 1995		
Project Design Methodology General Course Nov 27 - Dec, 1995		
Building of Effective Non-Profit Boards Trainer Skills Workshop Jan. 22, 1996		
Building of Effective Non-Profit Boards Board Workshop Jan. 23, 1996		
Building of Effective Non-Profit Boards Board Workshop (Negri) Jan. 25, 1996		
Building of Effective Non-Profit Boards Board Workshop (Montego Bay) Jan. 26 1996	1	Jill Williams (Shona Heron and Jacqueline Kennedy, Training Consultants from Montego Bay participated in Trainers' Workshop in Kingston)
Building of Effective Non-Profit Boards Trainers Debriefing Jan. 27, 1996		
Presentation Skills Feb 15 - 16, 1996		
Project Design Methodology Training of Trainers June 5 - 7, 1996		
Project Design Methodology General Course June 10 - 14, 1996		



COURSES	PARTICIPANTS FROM MONTEGO BAY MARINE PARK	
	No	NAMES
Planning and Conducting Effective Meetings April 16 - 17, 1997		
Presentation Skills and Public Speaking April 29 - May 1, 1997		
Presentation Skills and Public Speaking (Negrit) May 29 - 31, 1997	1	Roderick Clarke
Planning and Conducting Effective Meetings May 16 - 17, 1997		
Office Administration June 16 - 20, 1997	2	Etta Bygrave Hopai Dunkley-Colley
Environmental Awareness June 23 - 24, 1997		
Presentation Skills and Public Speaking June 24 - 26, 1997		
Supervisory Management July 8 - 9, 1997 & July 15 - 16, 1997	3	Roderick Clarke Ruel Corniffe Mark Melhado
Environmental Awareness July 22 - 23, 1997	1	Lenroy Muir
Writing Reports August 13 - 15, 1997 (General/Administrative course)	1	Etta Bygrave
Financial Management August 21 - 22, 1997	2	Hopai Dunkley-Colley Malden Miller
Writing Reports Sept. 2 - 4, 1997 (Course for Technical Personnel)		
Conflict Management Sept. 9 - 10, 1997	5	Roderick Clarke Ruel Corniffe Mark Melhado Malden Miller Lenroy Muir

COURSES	PARTICIPANTS FROM MONTEGO BAY MARINE PARK	
	No	NAMES
Basic Computer Skills (IMP) September 17 - 19, 1997	2	Etta Bygrave Lenroy Muir
Basic Computer Skills (ICT) Sept. 26 - Nov 10 1997 (part-time)		
Advanced Computer Skills (ICT) Sept 26 - Nov 8, 1997 (part-time)		
Business Communication Sept 30 - Oct 3, 1997	2	Etta Bygrave Mark Melhado
TAEM - Unit I Resource Analysis and Planning Oct 7, 8, 14, 15 & 16, 1997		
TAEM - Unit II Resource Economics Oct. 28, 30 & 31, 1997		
Basic Computer Skills (ICT) Nov 3 - Dec 15, 1997 (part-time)		
Advanced Computer Skills (ICT) Nov 1 - Dec 13, 1997 (part-time)		
Writing Reports* Nov 19 - 21, 1997 (Course for Enforcement Personnel)	4	Roderick Clarke Ruel Corniffe Mark Melhado Lenroy Muir
TAEM - Unit III Environmental Planning & Design Nov 11, 12, 13, 17 & 18, 1997		
Leadership Skills for Managers* Nov 25 - 27, 1997	2	Hopal Dunkley-Colley Malden Miller
TAEM - Unit IV Overview of Project Cycle and Assessment Techniques Dec 1, 2, 3 & 4, 1997		

COURSES	PARTICIPANTS FROM MONTEGO BAY MARINE PARK	
	No	NAMES
Human Resource Management* Dec 2 - 4, 1997	3	Roderick Clarke Hopai Dunkley-Colley Lenroy Murr
Trainer Skills* Jan. 5 - 9, 1998	2	Roderick Clarke Lenroy Murr
Basic Computer Skills (ICT)* Jan 5 - Feb 16, 1998 (part-time)		
Access* Jan. 9 - 23, 1998 (part-time)		
Project Management* Jan. 12 - 16, 1998	3	Etta Bygrave Ruel Cornille Rosemarie Gordon
TAEM - Unit I* Resource Analysis and Planning Jan 20 - 22 & 28 - 29 1998	2	Roderick Clarke Rosemarie Gordon
TAEM - Unit II* Resource Economics Feb 3 - 5, 1998	2	Roderick Clarke Rosemarie Gordon
TAEM - Unit III* Environmental Planning & Design Feb 9 - 13, 1998	2	Roderick Clarke Rosemarie Gordon
TAEM - Unit IV* Overview of Project Cycle and Assessment Techniques Feb 17 - 20 1998	2	Roderick Clarke Rosemarie Gordon
Advanced Computer Skills (IMP)* March 2 - 7, 1998		
TOTAL	42	

\* Numbers listed based on registrations as registers not yet received

Job Descriptions

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***EXECUTIVE DIRECTOR***

**Reporting Relationships**

Reports to    Chairman, Board of Directors

Supervises    Park Director, Education & Public Relations Officer,  
                  Administrative/Accounting Officer, Secretary

**General Responsibility**

To direct the day-to-day working of the Trust, overseeing, supporting and integrating the efforts of the park management, education & public relations, and accounting functions, and, undertaking directly, the subjects of revenue generation, funds management, and human resource development

**Duties**

- 1      To coordinate the timely preparation or updating and submission of the Management Plan, Operations & Financial Plan, project and work plans, budgets and periodic reports as specified by NRCA, the various funding agencies and the Board of the Trust, see to the implementation of approved and funded plans
- 2      To see to the provision and maintenance of human resources, physical facilities and operating systems essential to fulfilling the requirements on the Trust. This will include the ongoing development of staff by way of training and exposure, performance appraisal and counselling
- 3      To take direct charge of the development of the Trust's overall revenue generation function, including the following types of programs

Fundraising

- corporate donors, sponsors and partners - local, national, international
- individual donors
- Park events
- community events

#### Project-linked grants

- public international donor institutions
- private international donor institutions (foundations)
- local foundations

#### Trust-run businesses and services

- visitor centre
- ecotourism attractions
- merchandising - franchising, production and sale
- various elective services

#### User permitting/management services to NRCA, other agencies

- 4 To see to the implementation of revenue generation programs and strategies, including conducting fundraising activities, writing grant proposals, developing appropriate monitoring, cash management and accounting systems, and supporting facilities, reviewing and effecting adjustments in user fee operations from time to time
- 5 To see to the preparation of periodic reports for the Board, NRCA, donor institutions, etc , as required, on the progress and performance of the Trust's operations, including any reconciliation with approved plans
- 6 To attend Board Meetings, present appropriate reports and bring to the attention of the Board, matters which it needs to know or take decision on
- 7 To oversee the volunteer program of the Trust set, in consultation with Park Director and Education & Public Relations Officer, overall target as a factor of capacity to absorb and accommodate, cost to be borne, safety considerations, span of staff supervision, etc , monitor efficacy of volunteer working, overall quality, and make adjustments as indicated, establish scheme of appropriate recognition
- 8 To see to the initiation and observance of appropriate procedures in the procurement of goods and services, hiring and administration of staff personnel, safeguarding of assets, expenditure of funds, and accounting
- 9 To oversee the accounting function, ensuring inter alia that accounts are properly kept and up to date, periodic financial statements produced, and statutory returns made and up to date

- 10 To liaise and resolve financial and other issues with NRCA, JNPTF, the Trust's bankers, et al, from time to time
- 11 To conclude formal understandings with USAID, PIOJ, NRCA regarding the Trust's custody, use and disposal of fixed assets owned by them
- 12 To keep under review (taking advice as needed) the liability exposure risk of the Trust arising from its custody of operations in the Park, adopt measures to cover such risk, including changes in contractual indemnity, safety practices or insurance
- 13 To liaise with the Trust's auditors and see to the compliance with their requests and recommendations
- 14 Unless otherwise decided by the Chairman or Board of Directors, to negotiate or vet and execute all service agreements being entered into by the Trust, such as delegation agreements, MOUs (co-lateral agencies), barter and grant agreements (sponsors, donors), maintenance agreements, employment contracts (staff, volunteers, professionals, subcontractors)
- 15 From time to time, to assess the need for, initiate or execute, with necessary approval, the engagement of personal service providers volunteers, sub-contractors, professionals - lawyers, consultants, technical experts, architects, facilities designers, etc
- 16 To approve the attendance of staff at seminars, conferences, workshops, symposia or courses, and the making by staff of oral presentations on behalf of the Trust on public media
- 17 To institute a culture of 'greening' in the operations of the Trust, beginning with conservation of energy, paper products and water
- 18 To conduct, in consultation with staff and others, ongoing identification of external policy measures needed to facilitate attainment of objectives, and make formal representation to NRCA et al for changes, to be expressed in related acts, regulations and orders, delegation agreements, etc (Current issues include possible extension of Park boundaries, provision of regulatory service on behalf of other NRCA units and other environment related agencies, strengthening of enforcement abilities under Marine Parks Regulations, mandating connections to public sewer system )

19 To cultivate and maintain favourable relations with

- principals and co-lateral agencies - NRCA, research contractors (universities, institutes), Marine Board, Fisheries Division, PAJ, Parish Health Department, SJPC, MOH/ECD, Police, Coast Guard, Resort Patrol, MEH/Environmental Warden Service
- user associations and partner organizations - AJAL, JADO, JHTA, MBPOCA, Mobay Yacht Club, NWC, WPM, waterfront businesses, the LAC, Mobay Resort Board, EWO, NEST, other ENGOs and park management entities, local and regional, TPDCO
- power-broking bodies - MBCC, GMRC, UDC, service clubs, churches, citizens associations, CODACs, etc

This will involve attending meetings, giving talks, participating in various events, taking media access, exchanging correspondence, and maintaining telephone contacts

20 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06



**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***PARK DIRECTOR***

**Reporting Relationships**

Reports to    Executive Director

Supervises    Chief Park Ranger, Science Officer, Receptionist/Typist, Consultants and  
Volunteers in service

**General Responsibility**

To direct the day-to-day operations of the marine park management function of the Trust, overseeing, supporting, and integrating the functions of enforcement and research & monitoring

**Duties**

- 1      To supervise directly and integrate the functions of enforcement and research & monitoring    Monitor the work of the Chief Park Ranger, Science Officer, any related consultants and volunteers in service, and give feedback, towards attainment of output in terms of quality, quantity and time expectations
- 2      To lead the periodic preparation - formulation, updating or revision - of the Management Plan for the Park at the requisite time
- 3      To pull together work plan from approved Management Plan, Business (Operations and Financial) Plan, and Budget, to guide divisional collective action in the forthcoming 6 to 12 months    Initiating and seeing to its implementation
- 4      In cooperation with the Executive Director and Education & Public Relations Officer, to identify and write up projects and submit same to targeted institutions for funding
- 5      To initiate and supervise to completion, the implementation of approved and funded projects within the Division
- 6      To see to the preparation of periodic reports for the Board, NRCA, donor institutions, etc , as required, on the progress and performance of the park

management operation, including any reconciliation with approved plans

- 7 To see to the conduct of, and follow-up action-taking on, the periodic staff performance appraisal exercise as it relates to the Division
- 8 To continually identify training and staffing needs in the Park Management Division, secure approval for and see to the implementation of training and recruitment measures
- 9 To maintain consultative and, where applicable, cooperative relations with a wide range of institutions, whose powers or activities influence the welfare of the Park These include government agencies with co-lateral regulatory interests, substantial users (including polluters) and their trade associations, and law enforcement units Convening annual inter-agency enforcement workshop
- 10 To maintain consultation with other ENGOs, research and technical information sources, locally, and abroad, to gather or exchange information and take cooperative action to improve national protected area management capability and response
- 11 To recommend and arrange, in conjunction with Executive Director, participation, as appropriate, in relevant training courses, seminars, conferences and symposia
- 12 To provide support to the Executive Director in the Trust's general effort and specific programs of fundraising, by way of live presentations, including speeches and interviews, contributed articles and other promotional interventions, as required
- 13 To see to the effective operation of revenue earning programs based on public-use permitting, regulatory duties performed on behalf of other government agencies, and incidental services
- 14 To institute monitoring programs to assess the biological state of the Park, public use impact and effectiveness of the user fee system, by way of scientific testing regimes, research, operator, customer and visitation surveys, and intelligence gathered by Park Rangers, volunteers and other sources
- 15 To liaise with the NRCA as necessary to resolve varying issues that may be affecting the Trust's stewardship of the Park or the state of the Park itself In so doing, the Park Director will be obliged to deal with departments other than the NPPA branch - the main point of contact for purposes of contract administration - namely, Coastal Zone Management, Pollution Control & Waste Management, Wildlife, Regulation & Compliance, and Legal, their successors or derivatives

- 16 To see to the formulation and putting into effect of measures to engender on the part of the public, compliance with Regulations and otherwise adoption of sensible practices to protect the Park This is to be done through direct action by the Park Rangers and their cooperants, including use of volunteers and 'call-in' channels, and the forging of partnerships for mutual benefit between the Trust and user groups
- 17 To assess the need for, and in consultation with the Executive Director, procure the services of outside contractors, consultants, volunteers, et al from time to time (This includes writing up of terms of reference )
- 18 To coordinate and monitor the operation of the volunteer program for the Division
- 19 To institute and see to the observance of measures to preserve and extend the life of assets assigned to the Park, including insurance, physical safeguards, and an appropriate maintenance scheme
- 20 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***EDUCATION & PUBLIC RELATIONS OFFICER***

**Reporting Relationships**

Reports to    Executive Director

Supervises    Volunteers in service

**General Responsibility**

To coordinate and lead the environmental education function and, in collaboration with the Executive Director, carry out the public relations function of the Trust

**Duties**

- 1        To prepare periodic plans, budgets and performance reports for the Education & Public Relations function
- 2        To promote environmental consciousness and behavioural change among area school children and the adult population, particularly with respect to the value and condition of the Park, sources of degradation thereto, and practices to conserve its natural resources and preserve or regain its ecological well-being. This will be carried out via activities such as workshops, projects, talks, advocacy campaigns, audio-visual presentations, interpretive/educational tours of the Park with schools' environmental youth clubs, church youth groups, etc., and production and distribution of various informational materials and products
- 3        To attract wide public interest in the Park and raise awareness about the importance of the marine ecosystem, by staging or participating in public lectures, contests and awards (journalism, poster, photo, logo, eco-tourism suggestions), community functions and presentations, etc
- 4        To promote observance of environmentally friendly ('green') practices among area businesses, in particular those whose operations impact most directly on the Park. This will involve meetings and follow-up visits with the water utility, shipping agents, port and marina operators, hotels, fast food restaurants, other waterfront businesses, watersports, boat tour and dive operators, trade associations - AJAL, fishermen's co-ops, JADO, JHTA, MBCC, MBPOCA, street and arcade vendors,

in collaboration with the PHD, SJPC, public cleansing contractors, local NRCA officers and the Park Rangers

- 5 To organize, fundraise for, support or participate in various environmental events, to sensitize the public to environmental issues and environmentally safe practices and products, instill a sense of stewardship towards the environment, disseminate information about the importance of the Park, its condition and the consequences, and sources of degradation. Events would include expositions (e.g. Green Expo, Western Expo, possible local environmental expo), festivals, dedicated environmental projects and tasks (e.g. beach cleanups, mangrove replanting, reforestation) carried out on special 'environment' days (e.g. Earth Day, International Coastal Cleanup Day, Labour Day), and summer camps for youth.
- 6 To see to the creation and production of various products and materials as providing the 'message' of the education program, to support the foregoing community outreach activities. These will include printed matter (brochures for Marine Park, tourist advisory, service-industry personnel advisory, posters, newsletter, articles for periodicals, newspapers and user group magazines, bulletins/pamphlets covering regulations, Park news and advisories, Internet web pages, speeches/speech notes), thematic slide and video presentations, displays and exhibits for use at expositions, and signage, public service announcements, press packets and press releases, for circulation to radio, newspaper and television channels. Solicit funding or advertising as needed, circulate/distribute or place, compile and store, as applicable, products and materials.
- 7 To promote the Trust as a worthwhile and capable organization deserving of public respect, moral and tangible support by creating and maintaining Park identity objects, piggybacking public relations messages onto the messaging and outreach activities of the education program (as described above), seeking out and maximizing opportunities for media coverage of noteworthy Trust events, making oral presentations at meetings of trade associations, service clubs, civic organizations, and on live or telecast discussion programs.
- 8 To market Trust memberships (as per the categories specified in the Articles of Association) to organizations, individuals and students via advertising, direct mail, telephone calls, in-person appeals and the Internet.
- 9 To sense opinions and conduct formal surveys to evaluate awareness, success of management approaches being adopted, etc.
- 10 To promote the attractions and services provided in the Park by the Trust and its licensed operators, and notify the rules of conduct applying to the overall Park, the various demarcated zones, and use of any installed facilities.

- 11 To promote volunteership in the Trust Recruit, orientate and place volunteers, direct and supervise those assigned to the Education & Public Relations function
- 12 To support the economic outreach program of the Trust, for example, by working with the Science Officer, enterprise development institutions, etc , to promote and implement alternative production methods or income generating projects for fishermen and others whose economic activities constitute environmental threat for for the Park
- 13 To support the Trust's fundraising effort by documenting prospects discovered in the course of work, and bringing same to the Executive Director's attention Maintain database of prospects and contacts In consultation with Executive Director, solicit funds or in-kind donations from specified contacts Assist in the writing of grant proposals, appeal statements, etc
- 14 To support and assist the Executive Director in maintaining favourable relations with principals and co-lateral agencies, user associations and partner organizations, power-broking bodies, and, to give appropriate recognition to sponsors, donors, grantors and members of the Trust
- 15 To keep the Trust informed on experiences, issues and developments concerning local and regional ENGOs, marine park entities, et al, with a view to determining adjustments in own strategies from time to time, to participate in joint revenue and educational programs, lobbying exercises, etc , as may be agreed from time to time
- 16 To collaborate with the Science Officer in the preparation and production of interpretive material and associated publications
- 17 To establish and maintain essential databases such as mailing lists, local and international donors and sponsors, newsletter advertisers, calendar of local and international events of environmental significance
- 18 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***SCIENCE OFFICER***

**Reporting Relationships**

Reports to    Park Director

Supervises    Volunteers, Students in service from time to time

**General Responsibility**

To manage the research and monitoring function whose central purpose is

- to assess the condition of the waters and natural resources, and the ecological state of the Park, and determine the causes and restoration measures thereof
- to see to the implementation of restoration measures decided upon
- to acquire scientific and socio-economic knowledge on the Park for sustainable use, including possible development of commercial products from natural substances

**Duties**

- 1        To undertake the preparation and updating of the Research & Monitoring section of the Management Plan, in assistance to the Park Director and any outside consultants engaged for the purpose
- 2        To prepare periodic Research & Monitoring budgets and performance reports, to the satisfaction of the Park Director
- 3        Generally, to see to the implementation of the approved Research & Monitoring program, including writing grant proposals and leading execution of projects with cooperation as necessary from other Trust staff, volunteers, students, visiting scientists, consultants, and co-lateral agencies
- 4        To develop requirements specifications for essential field, laboratory and office facilities to support the research and monitoring function    On approval, coordinate the acquisition thereof

- 5 To conduct monitoring program for pollution of coastal waters from both landward and seaward sources (This will involve periodic laboratory testing of water samples, or gathering data from others doing such testing, and sensory observation, along with Park Rangers, et al ) Initiating action directly or with appropriate agencies such as Parish Health Department, MOH, NRCA, MPUT, ODPEM, Coast Guard
- 6 To conduct structured program of biological resource assessment in the Park, with technical assistance or consultation, as necessary, from external parties such as NRCA, CDC, DBML, local and overseas marine parks, technical and research centres and individual experts
- 7 To extract from the Management Plan and publish via suitable media, list of priority research projects, to attract visiting scientists, internationally
- 8 To host selected research projects, whether solicited or unsolicited appraise requests, assuring non-destructive intent or processes and matching as far as possible with own priorities, make recommendations to Park Director re permitting, monitoring research operations to assure compliance with conditions of permit, etc
- 9 To coordinate the provision to visiting researchers, on demand and for fee, of support services such as use of scuba gear, compressed air, boat, technical assistance and office accommodation
- 10 To coordinate the execution of Park-related scientific and socio-economic research, on contract, hiring other personnel and services as necessary
- 11 To participate directly in on-the-ground operations including scuba diving, specimen collection, underwater still and video photography, marking of underwater trails, placing of buoys, building of artificial reefs, planting of mangroves, as well as laboratory testing, data capture, processing by computer and interpretation
- 12 To organise corps of volunteer divers (to accompany Science Officer on dives)
- 13 To organize local standing sea-watch/consultative/support group comprising persons depending directly on the ecological well-being of the Park, i e hotel, public beach, boating tour, dive and watersports operators, fishermen, yachtsmen, local ENGOs and Park-watchers - to feed back their subjective observations on the state of the Park, and formulate cooperative strategies to ameliorate condition

65



- 14 With cooperation of the Education & Public Relations Officer, to work with the local Fisheries Officer, fishermen, etc , to create partnership for reducing pressure on and restoring the Park fishery, set a regime for long term sustainable fishing in the Park This will involve
- monitoring changes in fish catches and reef fish stocks, including direct underwater surveying
  - observation of fishermen's activities and fishing practices (with Park Rangers)
  - transfer of less destructive methods - technical assistance in mesh exchange program, etc
  - promoting establishment of alternative income generation activities for would-be fishermen - mariculture (Irish Moss growing, etc ), tour operation (Bogue Lagoon kayaking, etc ), tour guiding, etc , working with enterprise development institutions
- 15 To run a program of monitoring activity, characteristics and results, and evaluating effectiveness, of the user fee system This will involve specification of database and report formats, identification of appropriate data elements, design of data capture instruments, periodic collection of usage statistics, other data from permittees, visitors, hotels, cruise ships, airlines, tour operators and co-lateral agencies, computerized processing of data, conducting, coordinating or commissioning ad hoc audits and opinion surveys
- 16 To host visiting scientists, consultants, funding agency officials on tours of and discussions on the Park
- 17 To participate in cooperative research, mapping or monitoring projects anywhere in the Island with agencies such as UWI (CDC, DBML), NRCA, other marine park entities, by contribution of expertise, equipment, etc , for mutual benefit, within means of time and resources
- 18 To maintain contact with marine parks, research institutions and ENGOs, locally and abroad, to keep up to date with the latest knowledge and practices in the field
- 19 To participate in relevant meetings, workshops, seminars, conferences and symposia, as required from time to time, prepare papers for presentation at the various fora, or for publication in periodicals from time to time

- 20 To support the work of the Executive Director (fundraising), Park Director, Education Officer and Chief Ranger by
- providing them inputs of documentation, data, maps, still or video photography, etc
  - preparing articles to be carried on the local media
  - giving talks at appropriate fora
  - preparing interpretive material for use in tour guiding, etc
- 21 To set up and see to the safeguarding of, and controlled access to the Trust's collection of scientific and socio-economic data and documentation This will involve the orderly storage of internally generated information as well as acquisition of reports, studies, maps and other publications, at the various fora, and in exchanges and consultations with the various external parties
- 22 To establish and maintain the Trust's depository of specimens of plant and animal species in the Park, investigate and make arrangements to preserve germplasm of endangered species, as appropriate To be the curator for the Trusts's exhibits, including any sea aquarium to be developed
- 23 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1997-12-15

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***CHIEF PARK RANGER***

**Reporting Relationships**

Reports to    Park Director

Supervises    Senior Park Rangers, Volunteers in service

**General Responsibility**

- 1        To organize and lead the field enforcement function of the Trust to protect the resources of the Park according to the provisions of the NRCA Marine Parks Regulations and other available law
- 2        To interface with and provide various assistance to users of the Park, and to respond to emergencies
- 3        To provide technical support to other functional units of the Trust, notably in connection with marine-based operations and community outreach

**Duties**

- 1        To organize and direct the execution of a comprehensive environmental law enforcement program for the protection of the Park, involving
  - the construction of 24-hour a day schedules - with activities, manning, timing, special routes, targets, etc , as necessary
  - the deployment and monitoring of Park Ranger teams on patrol and other assigned duties
  - the conduct of daily Park Ranger debriefings - of incidents, proceedings and action taken, with recommendations and agreement as to further action
  - the conduct of cooperative enforcement operations (joint or complementary patrols, emergency response, special missions) with certain agencies having co-lateral jurisdiction in the Park    These are    Coast Guard, Fisheries Division, Marine Police, MEH/Environmental Warden Service, NRCA (game wardens, environmental wardens, 'authorised persons'), Resort Patrol

- conducting remote surveillance operations, involving use of long range viewing aids, radio, a hotline to receive tips, news and reports from sea-watchers and well-wishers of the Park, and volunteer rangers
  - the issue by Rangers of warnings, interdictions, and prosecutions, and follow-up action
  - administering a scheme of Park zoning patrolling and monitoring of special use zones including existing fish and game sanctuaries monitoring of fishing, boating and diving activities and practices otherwise in the Park to protect flora, fauna and habitat from direct or indirect damage
  - centrally monitoring, facilitating and logging as necessary radio-communication traffic
  - the keeping of journals and writing up of patrol logs and enforcement case reports by Rangers
  - the carrying out of spot checks for possession of valid permits, breaches in terms or conditions thereof, and, most important, infractions by unpermitted users and operators
  - the carrying out of enforcement under parallel statutes relevant to Park protection, namely, those dealing with fishing, solid waste, gullies and drains, water quality, beaches, wildlife, physical development, sewage and trade effluent, harbours, vessels and vessel operators
- 2 To take charge, to the extent of practical capability within the Unit, of installation, caretaking, preventive maintenance and repair of all Park structures and fixtures held by the Trust (e g buoys, signage, dock), machinery and equipment employed in Ranger duties (e g boats, utility vehicles, radio and field equipment)
- 3 To cater technical support to the other functional units of the Trust in the execution of their programs, drawing on the Rangers' capabilities in scuba diving and underwater work, community contact/interface, and their intimate knowledge of and physical presence in the Park Assist the Park Director and Science Officer in resource monitoring and impact assessment (water quality, species habitat, reefs, beach, etc ), resource maintenance and restoration (reef and zone marking, artificial reef building, mangrove replanting, sea and beach cleanup), fisheries extension, joint projects and other cooperative activities with Fisheries Officer and fishermen, damage assessment and survey of derelict vessels, data collection (user practices, opinions, etc ) Assist and support the Education & Public Relations

Officer in outreach activities    Conduct tours for visitors to the Trust as required from time to time

- 4    To organize and direct the execution of specified activities in connection with operation of any fee-earning visitor, commercial-user or elective services to be offered by the Trust in the Park, such as the following
  - developing, marking and maintaining underwater trails
  - conducting orientation for visitors, on proper use, care of Park property and environmental assets, and personal safety at sea
  - conducting tours - boating, snorkeling, scuba diving - interpretive guiding
  - providing buddy diver service - for visiting scientists, small-group or single divers
  - conducting training workshops - scuba diving, lifeguarding, boat operation, etc
  - issuing permits, affixing boat registration decals
  - collecting fees on-spot (for specified categories of uses), safeguarding and transporting cash
- 5    To take part in exchange attachments and cooperative programs with other ENGOs, et al, as may be mandated by the Park Director from time to time
- 6    To prepare for and manage response to emergencies in the Park concerning safety of life and property, pollution of waters, whether from human or natural causes Participate in such exercises with other agencies as necessary
- 7    To see to the recruitment, orientation/training, deployment, supervision and continued motivation and recognition, as appropriate, of personnel, for executing the duties of the enforcement function    Set, by example, tone of hands-on working, positive attitude, discipline, orderliness, team spirit, and professionalism in work and external relations, among the Park Ranger corps
- 8    To organize training, deployment and maintenance of operational and motivational relations with volunteers in enforcement - Junior Rangers and Honorary Rangers

- 9 To keep under review and advise the Park Director as to the efficacy and adequacy of provisions for effective working of the function These would include Regulations, agreements, operational systems and procedures, machinery and equipment, training, human resource capacity Push for procurement of agreed changes
- 10 To make functional-area contributions to the periodic preparation of Park Management Plan, Operations and Financial Plan, budget, periodic reports, as required
- 11 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***SENIOR PARK RANGER  
PARK RANGER***

**Reporting Relationships**

Reports to    Chief Park Ranger (for Senior Park Ranger)  
                  Senior Park Ranger (for Park Ranger)

Supervises    Park Rangers, Volunteers in service (for Senior Park Ranger)  
                  Volunteers in service (for Park Ranger)

**General Responsibility**

To execute the day to day operations in the areas assigned to the Ranger corps, i.e. environmental law enforcement, resource protection, technical support to public education, research and monitoring, and economic outreach, administration of various user services, and, maintenance of specified facilities

The Senior Park Ranger has the additional responsibility of shift supervisor, leading a team of at least two (2) Park Rangers

**Duties**

- 1      To carry out on-water patrol and monitoring of the Park, according to schedules determined by the Chief Park Ranger or otherwise, including operation of the vessel
- 2      To carry out spot inspections on boats and other users of the Park to check for possession of valid permits under Marine Parks Regulations, breaches in terms or conditions thereof, and most important, infractions by unpermitted users and operators
- 3      To police compliance with the Park zoning plan, including enforcement of fish and game sanctuary in Bogue Lagoon, monitoring of fishing, boating, diving and watersports activities and practices otherwise in the Park, to protect flora, fauna and habitat from direct or indirect damage
- 4      To deal with cases of breach of Marine Parks Regulations and co-lateral legislation that may be empowered to enforce (e.g. Wild Life Protection, Beach Control, Public Health, Fishing Industry, Harbours, Marine Board, Litter Acts, NRCA

Permit & Licence Regulations, etc ), including issuing of warnings, interdictions and prosecutions, filing charges, in consultation with Chief Park Ranger as necessary and practicable

- 5 To give daily briefings to the Chief Park Ranger/Senior Park Ranger, on incidents, proceedings and action taken, with recommendations as to follow-up
- 6 To take part in consequential court proceedings, giving evidence and following through as required
- 7 To carry out cooperative enforcement operations and activities with co-lateral forces, i.e. Coast Guard, Marine Police, Resort Patrol, MEH Environmental Wardens, Fisheries Inspectors, NRCA Game Wardens, Environmental Wardens and 'authorised persons', SJPC Litter Wardens
- 8 To conduct continual remote surveillance, involving use of long range viewing aids, two-way radio, intelligence from hotline and co-lateral forces, assistance of volunteer rangers, et al
- 9 To carry out other regulatory or administrative duties in the Park on behalf of any competent authority delegating same, as assigned by the Chief Park Ranger/Senior Park Ranger
- 10 To keep journals, write up patrol logs and enforcement case reports on a regular, ongoing basis
- 11 To monitor, facilitate and log as necessary radiocommunication traffic, including traffic with and between co-lateral forces, when on central-station duty
- 12 To conduct periodic inventory and maintenance inspection of Park structures and marking facilities (buoys, signage, docks, etc ), machinery and equipment employed in Ranger duties (boats, utility vehicles, radio and dive equipment, etc )  
Carry out specified routine preventive maintenance to these facilities, as well as installation works and emergency repairs, on demand, as far as possible
- 13 To provide assistance or collaborative support to the Research & Monitoring and Education & Public Relations functions by way of activities such as water sampling, marker installation and maintenance, underwater trail maintenance, artificial reef building, mangrove replanting, reef and sea-floor and beach cleanup, damage assessment of reef, structures, craft, survey of derelict vessels, data collection (species, boat traffic, fishing gear usage, fish catches, visitor use and opinion, etc ), joint projects and exercises with fishermen (mariculture, tour operation, tour guiding, alternative fishing methods, fishing gear retrieval,



cleanups, repairs, etc ), community group talks, workshops, projects, campaigns/drives, boat tours, erecting Park signs, displays, exhibits, doing team duty at events in which the Trust is participating

- 14 To conduct, in relation to any Park operated fee-earning services offered by the Trust, orientation for visitors on proper use, care of Park property and environmental assets, and personal safety at sea Conduct tours (boating snorkeling, scuba diving), interpretive guiding, provide buddy diver service for visiting scientists, small-group or single divers, conduct training workshops (scuba diving, lifeguarding, boat operations, etc ), collect fees on-spot for use of mooring buoys, visiting craft, etc , safeguard and transport cash Issue boat permits and affix registration decals
- 15 Prepare for and respond to personal emergencies Look out for accidents, incidents of loss of control, trauma, unsafe behaviours or potential hazards constituting threat to life, limb or property Perform search and rescue, lifesaving, diver retrieval, first aid/CPR, boat towing, etc
- 16 To carry out or participate in disaster response operations such as cleaning up oil spills, securing water craft from storm damage
- 17 To distribute various items of instructional and interpretive literature to Park users, from time to time
- 18 To take part in exchange attachments and cooperative programs with other ENGOs, et al, as may be instructed by the Chief Park Ranger, from time to time
- 19 To orientate, work and build team spirit with volunteers - Junior Rangers and Honorary Rangers
- 20 To maintain self discipline, orderliness in attire, deportment and operational approach, positive attitude, team spirit, and professionalism in work and external relations Set example for volunteers
- 21 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***ADMINISTRATIVE/ACCOUNTING OFFICER***

**Reporting Relationships**

Reports to    Executive Director

Supervises   Receptionist/Typist (dotted line), Office Attendant

**General Responsibility**

To see to the efficient running of the Park Office and of the internal accounting function

**Duties**

Personnel

- 1      To maintain personnel files, including disciplinary reports, leave reports and termination of service reports

Information & Logistics

- 2      To establish the filing system, and see to the safe custody and proper upkeeping of files, efficient storage and location of publications, and controlled issue of materials to relevant officers
- 3      To see to the financial arrangements for official meetings and functions to be held at the Park Office

Office Supplies & Plant

- 4      To acquire, store and issue under control to staff members as needed, items of stationery and office supplies
- 5      To inventory and see to the proper upkeep of office equipment
- 6      To see to the cleanliness, good array, and energy efficient working of the office

Accounting

- 7      To maintain and safeguard all source documents

- 8 To prepare purchase orders and submit for signature of the relevant officers
- 9 To prepare for NRCA, log and submit cheque requests, for applicable expenditures (while arrangement lasts)
- 10 To prepare vouchers for revenue, expense and capital transactions, taking care to distinguish items for the account of the Trust from those properly for the account of the NRCA Receive, lodge and account for all types of revenue
- 11 To prepare cheques on the Trust's bank accounts, secure approval and signature by the relevant officers See to the distribution of cheques
- 12 To effect accounting entries in the manual cash books and prepare financial reports therefrom (while arrangement lasts)
- 13 To operate the computerized accounting system, including making of entries and producing of periodic transaction and financial reports
- 14 To administer the payroll, prepare and submit statutory returns and payments - PAYE, NIS, NHT, ET, HEART, GCT
- 15 To perform periodic bank account reconciliations
- 16 See to preparation and submittal of annual declaration of assets, income tax returns
- 17 To keep the Park Director and Executive Director apprised on the status of the bank accounts, receivables and payables Make recommendation to and take advice/instruction from Executive Director as to management of bank balances
- 18 To maintain effective communication and working relations, as to financial and accounting matters, with the company's outside accountants (if any), creditors and debtors, banks, investment brokers/advisers/managers, auditors, the NRCA, JNPTF and other funding agencies, and the various tax authorities

Other

- 19 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***SECRETARY***

**Reporting Relationships**

Reports to    Executive Director

**General Responsibility**

To provide general secretarial services to the Executive Director of the Trust, and in related capacities

**Duties**

- 1        To provide general secretarial services to the Executive Director in which office resides direct responsibility for revenue generation, public and governmental relations, human resource development and financial management, as well as supervision of overall operations of the Trust
- 2        To maintain database of external agencies being or to be dealt with (donors, sponsors, partners, clients, contractors/agents, government principals and co-laterals, trade associations, etc ), things to do (requests to be made or followed up, inquiries to be responded to, other outstanding matters ) System to note relevant information coming to attention, directly or indirectly, for follow-up, bring up for action at appropriate time
- 3        To schedule and arrange meetings, audiences, speaking engagements, field visits, etc , to be attended by the Executive Director    Publish schedule of same    Manage the ED's diary of appointments, follow-ups and reminders
- 4        To draft periodic status reports on the matters being dealt with by the ED, using the aforementioned database and other sources
- 5        To produce letters, reports, simple illustrations and publications using the computer with relevant software, i e word processing, spreadsheet, graphics, database, publishing
- 6        To make and log 'phone, fax and e-mail transmissions, and photo copies    Furnish information for accounting thereof in standardized format to the Administrative/Accounting Officer

- 7 To use the Internet with proficiency, to retrieve information, send e-mail, and conduct other transactions as required by the Executive Director, et al
- 8 To maintain file or scrapbook of newspaper and magazine clippings of significance to the Trust
- 9 To assist the Executive Director and Education & Public Relations Officer in carrying out their duties in revenue generation, public and governmental relations
- 10 To deal with public relations, advertising, graphic design, publishing and media houses on behalf of the ED or EPRO, as necessary
- 11 To initiate necessary correspondence with external parties Draft reminders, acknowledgements, responses to inquiries for signature of the ED Follow up on matters outstanding to the ED Remind ED about matters outstanding
- 12 To maintain diary of upcoming events providing opportunities for public relations exposure Bring to attention of the ED and EPRO
- 13 To assist the ED and EPRO in organizing external events and functions in which they are involved
- 14 To see to the physical and material arrangements for meetings and functions to be held by or involving the Executive Director, at the Park Office or elsewhere Submit expenditure requirements to the Administrative/Accounting Officer, see to the security and locking up of the office following meetings
- 15 To facilitate meetings of the Local Advisory Committee (LAC) to the Trust - making up agenda, taking minutes, seeing to members' comfort, circulating papers to members and communicating with same from time to time on behalf of the Executive Director
- 16 To liaise with NEST - the ENGO umbrella organization - keep abreast of its proceedings (via newsletter, circular-letters, etc ), and bring requests and noteworthy events to the ED's attention
- 17 To share in the work of the Administrative/Accounting Officer, Receptionist/Typist and others as needed, as permitted by own substantive workload Assist other officers and colleagues with typing, etc , from time to time
- 18 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

**MONTEGO BAY MARINE PARK TRUST**  
**JOB DESCRIPTION**

***RECEPTIONIST/TYPIST***

**Reporting Relationships**

Reports to    Park Director, Administrative/Accounting Officer (dotted line)

**General Responsibility**

To provide broad clerical and administrative support for the running of the Park Office

**Duties**

- 1        To receive and screen visitors to the Park Office, refer to relevant staff members or otherwise deal with appropriately
- 2        To do typing and production of reports, papers, etc , on computer, for the Park Director, and within substantive workload, other officers
- 3        To log outgoing mail, telephone toll calls, and fax messages
- 4        To screen, log, file and route to appropriate officers, incoming mail and fax messages
- 5        To answer telephone, route calls or take messages, screen calls for Park Director, and others as necessary
- 6        In support to the Administrative/Accounting Officer, to do filing of documents - letters, memos, fax and e-mail messages, press releases, minutes and meeting papers, reports, studies, maps, etc - storage and issue (as necessary) of files, keeping of issue records To effect safekeeping of books, slides, videos and other reference materials, display, distribute to relevant officers or circulate consumable publications
- 7        To administer petty cash imprest - safeguard cash, disburse to staff members as necessary, collect receipts and bills, make up reimbursement requests
- 8        To assist in making arrangements for meetings and functions to be held or hosted

at the Park Office, including seating and presentation facilities, and food, beverage, accommodation, transportation, tours/field visits, as necessary

- 9 To take and prepare notes or minutes of meetings, as needed
- 10 To collect and record on a daily basis, meteorological data from the designated Met station(s) (presently Sangster International Airport)
- 11 To assist the Education & Public Relations function by disseminating information to visitors and others from time to time Facilitate as far as practicable, students and others seeking information for preparation of school papers, etc
- 12 To provide support to the Enforcement function by filing Rangers' case reports, and ad hoc as needed, taking on central-station duty, monitoring, facilitating and responding to radio transmissions, etc
- 13 To collect cruise shipping information from JTB et al and post same on notice board, updating as frequently as necessary
- 14 To monitor and effect conservation of lighting, airconditioning and water - check for wastage, turn off utilities not necessary, bring to attention of Administrative/Accounting Officer need for any further measures
- 15 To perform any other duties that may reasonably suggest themselves or be assigned, from time to time

1998-03-06

**EMPLOYMENT AGREEMENT**

This Employment Agreement is made this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_  
between **MONTEGO BAY MARINE PARK TRUST LTD** of \_\_\_\_\_  
(hereinafter called "the Employer")  
and \_\_\_\_\_ of \_\_\_\_\_  
(hereinafter called "the Employee")

**NOW IT IS HEREBY AGREED AS FOLLOWS****1 Effective Date, Duration**

The term of this employment shall be one (1) year, commencing \_\_\_\_\_  
and ending \_\_\_\_\_ except as might otherwise be occasioned under the  
provisions of paragraph 9 hereof

**2 Probation**

The first three (3) months of the Employee's term shall be a period of  
probationary appointment

**3 Position, Duties**

3 1 The Employer hereby employs the Employee and the latter hereby accepts  
employment with the Employer as \_\_\_\_\_  
according to the job description set out at Annex A hereto

3 2 The Employee shall devote his/her full time and best effort to the diligent  
and faithful performance of the said job

3 3 The Employer shall have the power to determine, direct, control or  
supervise

- the specific duties to be performed by the Employee within the scope  
of his/her job description
- the means and manner by which the said duties are to be performed
- the time of performing the said duties



#### 4 **Policies**

The Employee shall be subject to such policies, guidelines, rules and regulations, of the Employer's, whether of operational procedure, personal observance or otherwise respecting the performance of his/her duties, as may be in force from time to time

#### 5 **Examinations and Tests**

The Employee shall submit to such medical, psychosocial or physiological examinations and tests as may be required by the Employer for assessing his/her state of health or fitness for employment

#### 6 **Scheduling of Work**

The Employee may be required to work on different shifts, and to varying shift schedules, in accordance with the needs of the Trust

#### 7 **Compensation**

As full consideration for services rendered, the Employee shall be paid compensation as set forth in Annex B hereto. Salary will be paid monthly after making all statutory deductions due

#### 8 **Leave**

For each year of employment, the Employee shall be entitled to

- five (5) days paid casual leave
- ten (10) days paid vacation leave - to be taken at such time as shall not inconvenience the Employer
- fourteen (14) days paid sick leave - subject to notification of his/her illness to the Employer during the first working day after its occurrence, and, if the period exceeds three (3) consecutive days not broken by rest day or public holiday, the furnishing of a certificate of illness from a registered medical practitioner specifying the period during which he/she will be unable to perform his/her duties

#### 9 **Termination**

- 9.1 Notwithstanding the provisions of paragraph 1, this employment may be terminated as follows -

- a) immediately by written notice served by the Employer, upon the Employee committing any serious breach of any of the terms or conditions of this Agreement, or any of the Employer's rules, regulations or policies, or persistently breaching any of the said terms, conditions, rules, regulations or policies
- b) immediately by written notice served by the Employer, upon the Employee neglecting, failing, disobeying, refusing or from any cause (except as provided in paragraph 8 1j) becoming unable to perform any of his/her duties or to comply with any order, or disclosing any information respecting the affairs of the Employer to any unauthorized person, or in any manner misconducting himself/herself
- c) immediately by written notice served by the Employer, upon the Employee becoming of unsound mind
- d) immediately by written notice served by the Employer, upon the Employee's refusing to submit to any examinations and tests as provided in paragraph 5
- e) immediately by written notice served by the Employer, upon the Employee being convicted of, or pleading guilty to a felony or misdemeanour crime
- f) immediately by written notice served by the Employer, upon the Employee being absent from work for more than three (3) consecutive days without authorization or valid reason
- g) immediately by written notice served by the Employer, upon the Employee consuming intoxicating, narcotic or other substances which are either illegal or adjudged, after consultation with a registered medical practitioner, psychologist or other appropriate professional selected or approved by the Employer, excessive and incapacitating or likely to incapacitate the Employee in the performance of his/her duties under this Agreement
- h) immediately by written notice served by either party during the probationary period
- i) upon the expiration of thirty (30) days or more written notice served by either party, or immediately by written notice served by the Employer and payment to the Employee of one (1) month's salary

in lieu of the said notice by the Employer, outside the probationary period

- j) immediately, upon written notification by the Employee and/or, at the Employer's discretion, certification by a registered medical practitioner selected or approved by the Employer, of the Employee's ill health of nature and degree such as to render him/her incapable of performing his/her duties effectively or otherwise observing his/her obligations under this Agreement
- k) immediately by written notice served by the Employer, upon discovery by the Employer of any falsification or misrepresentation in medical, academic or work history, or other information of a personal nature given by the Employee and upon which the Employer relied in deciding to make the offer of employment
- l) immediately by written notice served by the Employer, upon discovery by the Employer of any involvement by the Employee in activity injurious to, or incompatible or in conflict with his/her status as guardian of the Montego Bay Marine Park and other legitimate interests of the Employer's

9 2 Upon termination for any of the foregoing causes, the Employee shall be entitled to receive his/her salary accrued but unpaid as of the date of termination. The said payment shall be made to the Employee within thirty (30) days of such termination.

9 3 If the Employee terminates this employment other than in accordance with paragraph 9 1h, i and j hereof, he/she shall be liable to pay to the Employer as liquidated damages, one (1) month's salary. The Employer may, at its discretion, waive its right to such sum or any portion thereof.

## **10 Effect of Termination on Parties' Rights**

The termination of this Agreement for any reason whatsoever shall not affect any rights or obligations accrued to the parties as of the effective date of such termination or which are intended by the parties and agreed herein by them to survive any such termination.

## **11 Title Rights and Disclosures**

11 1 The title rights, copyrights and all other rights of whatsoever nature in any material produced under the provisions of this Agreement shall be vested

exclusively in the Employer

11 2 The Employee shall not communicate to any person, government or other entity external to the Employer any unpublished information made known to him/her by reason of performing his/her duties under the terms of this Agreement, except as required by his/her assignment or upon authorization by the Employer or pursuant to the order of a court of competent jurisdiction. This provision shall survive the expiration or termination of the Agreement.

11 3 The Employee shall avoid any action and in particular any kind of public pronouncement which may adversely reflect on the Employer or its principals.

## 12 Beneficiary

In the event of the Employee's death, the Employee has designated \_\_\_\_\_ of \_\_\_\_\_ as his/her beneficiary for all amounts to his/her credit under this Agreement.

## 13 Annexes

This Agreement includes the provisions set forth in the Annexes hereto, which shall be read and construed as an integral part of the Agreement.

## 14 Notices

14 1 All notices required or permitted to be given under this Agreement shall be in writing, and sent by registered mail or hand delivered to the Employer or Employee at the respective address first or second herein before stated, or hand delivered to the Employee at the offices or place of work of the Employer.

14 2 Any of the foregoing addresses may be changed by notifying the other party hereto in the manner herein above specified.

## 15 Amendment

This Agreement may be amended at any time by a written instrument executed by the parties. No amendment shall be valid unless so treated.

16     **Applicable Law**

The conclusion, interpretation and performance of this Agreement shall be governed by the laws of Jamaica

17     **Waiver**

The waiver of any right under this Agreement by either party or overlooking of any breach thereof by the other party shall not operate or be construed as a waiver or overlooking of any other rights or breaches

18     **Assignment or Delegation**

This Agreement is personal to each of the parties, and neither party may assign or delegate any of its or his/her rights or obligations thereunder without first obtaining the written consent of the other party

19     **Paragraph Headings**

The headings of the paragraphs of this Agreement are for convenience only and shall not in any way modify, interpret or construe the meaning of the text of the paragraphs themselves

**IN WITNESS WHEREOF**, the parties have caused this Agreement to be executed in their respective names as of the date first above written

**SIGNED** for and on behalf of  
**MONTEGO BAY MARINE PARK TRUST LTD**

In the presence of

\_\_\_\_\_  
(Name of duly authorized signing officer)

\_\_\_\_\_  
Witness

(Name of Employee)

\_\_\_\_\_  
Witness

COMPENSATION

Position of \_\_\_\_\_

\$

1 **Annual Salary**

- Basic salary
- Housing allowance
- Motor vehicle upkeep/  
transportation allowance

By adjustment in the above breakdown, an amount up to a maximum of \$\_\_\_\_\_ may be paid in rent directly to the Employee's landlord, as applicable

2 **Participation in non-contributory Group Health, Life & Personal Accident Insurance Plan**

(Employees opting to include their dependants in the health plan will be required to cover the additional premium )

3 (For indefinite-term employees only)  
**Participation in Contributory Pension Scheme**

4 (For fixed - one-year or more - term employees only)  
**Gratuity**, based on appraised performance - up to a maximum of \_\_\_\_ % of salary, payable at end of the employment period

# PERFORMANCE APPRAISAL

NAME \_\_\_\_\_

POSITION \_\_\_\_\_

DATE EMPLOYED \_\_\_\_\_

DEPT \_\_\_\_\_

SUPERVISOR \_\_\_\_\_

PERIOD OF EVALUATION

FROM \_\_\_\_\_

TO \_\_\_\_\_

1	2	3	4	5	6	7	8	9	10
D+	C-	C	C+	B-	B	B+	A-	A	A+
UNSATISFACTORY	VERY WEAK	WEAK	FAIR, NEEDS IMPROVEMENT	FAIR AND IMPROVING	FAIRLY GOOD	GOOD	VERY GOOD	EXCELLENT	QUITE OUTSTANDING

1 - 2 Significantly below minimum standard Not acceptable

3 - 4 Barely meets minimum standard Not very dependable Needs close supervision.  
Requires additional training and counseling

5 - 6 Satisfactory performance Needs average supervision.

7 - 8 Exceeds normal requirement. Needs little supervision

9 Highest quality work and consistently exceeds standards Seeks responsibilities Needs no supervision.

10 Exceptional Far exceeds standards

## A) KEY RESULTS

State level at which the employee

1) Met Planned Objectives

2) Accepted the responsibilities of his/her job

1	2	3	4	5	6	7	8	9	10

Highest Possible Score \_\_\_\_\_ points

Score \_\_\_\_\_ points = \_\_\_\_\_ %







1	2	3	4	5	6	7	8	9	10
D+	C-	C	C+	B-	B	B+	A-	A	A+
UNSATISFACTORY	VERY WEAK	WEAK	FAIR, BUT NEEDS IMPROVEMENT	FAIR AND IMPROVING	FAIRLY GOOD	GOOD	VERY GOOD	EXCELLENT	QUITE OUTSTANDING

## D) EFFECTIVENESS AS A SUPERVISOR

### 1 Leadership Skills

Does the employee recognise and develop the abilities and potential of others?  
Does he/she set examples of integrity, inspire loyalty and enthusiasm among his/her workers/staff? Is he/she a role model?

### 2 Delegation

Does the employee delegate work and assign corresponding responsibility and authority

### 3 Relationship with Staff Supervised

Does his/her staff support him/her? Does he/she supervise his/her staff and ensure that policies & procedures are adhered to?

### 4 Trainer/Coach

Does he/she willingly teach and train others? Does the employee know, care about and actively seek to develop each employee supervised by him/her?

Highest possible score \_\_\_\_\_ points

Score \_\_\_\_\_ = \_\_\_\_\_ %

1	2	3	4	5	6	7	8	9	10

## E) COMMUNICATION

1 Verbal - Does he/she get the point effectively across without rambling?  
Is he/she articulate?

2 Written Is his/her writing clear, concise and well organised?  
Are reports factual and proof-read carefully? Is grammar usage correct?

3 Informing How well does he/she let others in on decisions/changes  
Does he/she inform on a timely basis?

4 Presentation Is he/she composed and confident in front of a group?  
Is he/she organised and credible?

Highest possible score \_\_\_\_\_ points

Score \_\_\_\_\_ = \_\_\_\_\_ %

1	2	3	4	5	6	7	8	9	10

OVERALL RATING (A - E COMBINED)

SECTIONS	HIGHEST POSSIBLE SCORE	ACTUAL SCORE	
A			
B			
C			
D			
E			
TOTAL			= %

What have you observed to be his/her principal

Strengths \_\_\_\_\_

Failings \_\_\_\_\_

If failings were observed, what steps were taken / planned to be taken to correct them?

What efforts has the employee made to further his/her own development?

STATE PERFORMANCE RELATED TARGETS

Short Term \_\_\_\_\_

Long Term \_\_\_\_\_

Is the employee being recommended for training? If yes, please specify type

EMPLOYEE'S COMMENTS \_\_\_\_\_

Appraiser's Signature

DATE

Employee's Signature

DATE

Reviewer's Signature

DATE

Sept /97

# NOTES

The Highest Possible Score for the sections are

A	-	20
B	-	80
C	-	80
D	-	40
E	-	40
<b>COMBINED</b>	-	260

- AA) If a question is not relevant to an employee's functions, do not answer it  
*For example*, Section B, question 5, might not be relevant to some employees By  
ignoring this question, the highest possible score for this section would now be 70
- BB) Section D should be **omitted for non-supervisory personnel**.  
The **COMBINED** Highest Possible Score (Last page) would then be 220
- CC) Ignore any question you feel may be of no relevance, or which you cannot judge

**REMEMBER** - that the true value of performance appraisals are

- 1 To provide accurate feedback on past performance, and
- 2 To offer specific recommendations on how to *improve*

***BE HONEST AND OBJECTIVE.***

Resumes of Trust Staff

## CURRICULUM VITAE

NAME Jill Hope Williams  
ADDRESS 5a Oscar Terrace, Leader Avenue  
P O Box 1133, Montego Bay  
Office phone/fax (809) 940-0704  
email mbmp@n5.com.jm

PLACE OF BIRTH Vienna, Austria  
NATIONALITY Dual British/Jamaican

### MAJOR SKILLS AREAS

Literary skills Creative writing (articles, books, advertising copy, slogans, project proposals, press releases, speeches, position papers, project proposals, etc ), Event management and coordination (movie production, rock and roll shows, fundraisers, workshops), market research (qualitative, behavioural), publishing and advertising, office management Special interest in community based activities related to the environment, women and performing arts

### EDUCATION

1951-1953 British Army School, Dortmund, West Germany  
1953-1955 British Army School, Kaduna, Nigeria, West Africa  
1956-1958 Bar Convent, York, England Passed Common Entrance and 11+ exams  
1958-1963 Roundhay High School for Girls, Leeds, England  
General Certificate of Education (G C E ) at Ordinary Level in 9 subjects English Language, English Literature, French, German, Latin, Mathematics, History, Geography and Biology  
Studied piano to Grade Four L R A M  
  
1964 Mrs Hoster's Secretarial College, South Kensington, London 12 month course in Pitman's shorthand, touch typing, civics, bookkeeping, contemporary history and general office procedure Graduated with speeds of 100 w p m shorthand and 57 w p m typing (Typing now 150 w p m , shorthand 110 )

### WORK EXPERIENCE

April 1994 - present, elected Executive Director of MONTEGO BAY MARINE PARK TRUST, a voluntary position with an environmental non-government organisation Responsibilities include coordinating management team of directors and staff in management responsibility for the Marine Park to the NRCA, preparing management plan, business plan, staff evaluation, inventory assessment, revenue generation plans, writing project proposals, fundraisers and networking with community groups, donors and other NGOs Projects include

- \* February 1998, organised Marine Park Colloquium at Richmond Hill Inn for community leaders to discuss findings of socio-economic team from the World Bank

- \* December 1997, organised official opening ceremony for Smithsonian Institute's Travelling Exhibition on coral reefs in Montego Bay
- \* July 1997, Trained and supervised interviewers to carry out surveys designed by Cambridge University with 1,000 tourists and Jamaicans on contingent valuation of the marine park as part of the World Bank study in collaboration with colleagues in Washington, Holland and Curacao
- \* June 1997, wrote Revenue Generation Action Plan for Marine Park's Management Plan, under team leader Dr Stephen Jameson
- \* February 1997, Coordinator of two day workshop for World Bank on coastal zone management using interactive computer model
- \* December 1996, organised Mariners Ball at Yacht Club as fundraiser for the Marine Park
- \* August 1996, Supervised pilot survey for World Bank and Cambridge University on contingent valuation of marine resources
- \* June 1996, Coordinated Montego Bay groups attending Green Expo in Kingston
- \* November 1995, Coordinator of four day seminar on Environmental Impact Assessment methodology for The World Bank, Marine Park Trust and GMRC
- \* June 1995, Coordinator "Mo Bay My Bay" community stewardship workshop with The Nature Conservancy for Marine Park Trust and editor of booklet "The care and maintenance of Montego Bay, An Owners Manual "
- \* November 1994, Joint Coordinator of environmental workshop for USAID/DEMO Project with the St James Environmental Protection Trust

November 1993 - present, Self-employed, freelance writing, copywriting, secretarial services, voluntary work with community based organisations and projects and secretary to the Association of Jamaica Attractions Limited since November 1995

- \* May 1996, Production Secretary on "Sinbad 70s Soul Festival for Tall Pony Productions/HBO film crew
- \* February 1996, Production Assistant on location of "All My Children" for ABC Television in Negril
- \* May 1993, Worked for two months as Production Assistant in the Ocho Rios Film Production office of "Legends of The Fall" for Wanderer Productions for Sony Tri-Star
- \* February 1993, Worked for eight weeks as Accounts Assistant in the Production office of "Cool Runnings", a Blue Maaga Film for Walt Disney

1991-1993 Formed TAYLOR WILLIAMS ASSOCIATES, advertising and public relations consultants, in partnership with Kirk and Vanessa Taylor Offered advertising agency services including press, print, radio and TV advertising, direct mail and inhouse computer graphics Clients included Hemingway's Pub, Lychee Garden Restaurant, Billy Craig Group of Companies, Grains Jamaica Ltd , Hot Tops Jeep Rentals, Lion Finance, Walter s Bar & Grill, Sadie Soas fashion designer, Alvin Smith Originals, Stained Glass Connection, Jacan Industries, Belvedere Estate

For the City of Montego Bay (the Mayor, Chamber of Commerce, Jamaica Cultural Development Commission and Inbond Merchants Association) coordinated black-tie function to honour the Governor General, Sir Howard Cooke (pro bono)

Designed, managed and edited The Republic, monthly newsletter for the Montego Bay Chamber of Commerce Published the programme for Western Expo 93 for the Chamber of Commerce's first Expo

Responsibilities included client services, copywriting, supervision of art department, production and office management

In 1992 we opened THE CAGE in Sam Sharpe Square as an information centre for tourists and ticket outlet for shows and tours, including pre-sales for Reggae Sunsplash I researched, scripted and trained guides for an Historical Walking Tour of downtown Montego Bay

1990 WESTERN PUBLISHERS LTD Editor of The Visitor, weekly tabloid guide for tourists, responsible for management, editing and printing of newspaper

1988-1990 Coordinator of THE GREAT JAMAICA INTERNATIONAL HOT AIR BALLOON FESTIVAL in May 1989 and 1990 for Mrs Norma Stanley, securing sponsorship from the Jamaica Tourist Board, Desnoes & Geddes and other companies to stage this event which attracted 15 international champion balloon pilots

1985-88 Moved to Florida to explore horticultural market with a view to establishing a nursery to finish the imported cuttings from Jamaica for wholesale distribution in the U S market

1983-1985 Joint owner of a property in Hanover, established a nursery to grow horticultural foliage plants for export to the United States

1982-1983 THE JAMAICA WORLD MUSIC FESTIVAL, Fairfield, Montego Bay Personal Assistant to Mr Fred Sessler, an American investor, in Montego Bay In November 1982 he instigated and was Producer of the Jamaica World Music Festival This event lasted three days, we built the Bob Marley Centre at Montego Freeport, and our offices were at the Fairfield Hotel, which Mr Sessler owned



The event was a joint venture between the Government of Jamaica, Ministry of Culture, and Feyline of Denver, Colorado. Top-line recording stars (20) performed including Aretha Franklin, Gladys Knight, The Beach Boys, The Greatful Dead, Peter Tosh, Rita Marley, Jimmy Cliff, Rick James. We brought a film company from California to video the event and international television crews also covered it, along with local and foreign media. I was office manager for 6 months preparation and 3 months post production wrap for the show.

- 1981-1982 ROSE HALL GREAT HOUSE, Montego Bay. Worked for the winter season as Manager of this tourist attraction for owners Mr and Mrs John Rollins.
- 1978-1981 PA MANAGEMENT CONSULTANTS LTD, Bowater House, Knightsbridge, London, S W 1. Secretary/p a to Mr Leonard Mostyn, Director of the UK Board in charge of Operations in the South of England and London. In 1979 Mr Mostyn took over new responsibilities as the Director of the Central Services Unit and I became secretary/p a to Mr Nicholas J R J Mitchell, Director in charge of the Sales Force for London and the South of England, until he was transferred to Hong Kong to take charge of the Far Eastern region. My responsibilities included supervising 40 secretaries working for 120 consultants, typing and printing reports, arranging client meetings.
- 1977-1978 UNIVERSAL BUSINESS SERVICES, 175 Regent Street, London, W 1. An Arab-owned company acting as broker for clients in the Gulf States. Executive secretary/p a to Mr Michael Cunningham, Director of the London office. Duties included office management and administration, accounts, export documentation, letters of credit. Directors Mr Yousef Nawas (New York) and Mr Saleh Shibel (Kuwait).
- 1976-1977 PAUL METHUEN LTD, (Interior decorator and furniture manufacturer), Reading, St James. Personal assistant to Mr Paul Methuen. Responsible for preparing estimates, supervising work in progress, collection and return of furniture and office procedure.
- 1975-1976 THE VISITOR, (Publishers), St James Street, Montego Bay, a weekly tourist publication, published by Mr Kenneth J Jones. Advertising Director, later became Managing Editor of the publication, responsible for editorial, advertising and circulation.
- 1973-1975 BANDON LTD, (Citrus Farm), Mount Horeb, St James, 100 acre farm growing citrus crops including ortaniques, also bananas, coffee, vegetables and laying chickens. Joint owner, responsible for deliveries of produce around hotels and restaurants on North Coast, payroll, wages and bookkeeping.

1972-1973 MONTEGO FREEPORT LTD , (Developers), Montego Bay, owners, developers and operators of the Port of Montego Bay and land developers

Worked part-time in 1972 simultaneously with The Beacon and then full-time for one year, as Public Relations Officer Reported to Mr Tony Hart, Chairman of the Board Responsibilities included arranging guided tours of company facilities, visits by shipping company executives, writing press releases, producing brochures for various projects, including the Montego Freeport Shopping Centre and the Seawind condominium, printing of the company's annual and semi-annual financial reports

1970-1972 THE BEACON, (Publishers), Strand Street, Montego Bay, a twice weekly newspaper, published by Mr Kenneth J Jones Advertising manager, also editor of the Women's Page

1969-1970 CRAM INTERNATIONAL (W I ) LTD , (Market Research) in Kingston, a subsidiary of Cooper Research & Marketing, 53 St Martin's Lane, London, W C 2 Chairman Mr Peter Cooper, B Sc , A B Ps Office manager, Fieldwork Controller and Company Director

1967-1969 LAKE, NUNES & SCHOLEFIELD, harbour Street, Kingston Confidential Secretary to Mr Robert R Lake, Solicitor and Senior Partner, and Managing Director and owner of The Courtleigh Manor Hotel and The Blue Mountain Inn restaurant, Kingston

1966-1967 K & E /C P V INTERNATIONAL LTD (Advertising Agents), Kingston, Jamaica Secretary/p a to Mr Paul Townsend, Managing Director

1965-1966 S H BENSON LTD (Advertising Agents), Kingsway, London Secretary/p a to Mr Michael Cunningham, B Sc , senior executive in Market Research Department

SKILLS Pitman's shorthand (110 wpm), typing (150 wpm), basic accounting, office procedure, computer skills (Professional Write, Word Perfect, Microsoft Word, Lotus 123, Corel Draw, Ventura Desktop Publishing)

#### WORKSHOPS/COURSES

1997 CANARI, Revenue Generation  
 1997 NRCA, Revenue Generation  
 1997 NRCA, User Fees  
 1996 NEST Ecosystem Focus Group/Jamparks  
 1997 USAID SO2 Strategic Planning  
 1996 NEST/EWO Strategic Planning  
 1996 NEST GEF Proposal steering committee  
 1995 NEST Better Boards  
 1995 NEST, Proposal Writing  
 1995 World Bank, Environmental Impact Assessment  
 1994 NEST NGOs/Legal

DRIVER'S LICENSE    Jamaican General Driver's Licence since 1969 and  
British Ordinary Licence since 1980    No  
endorsements, own car

MEMBERSHIP    Montego Bay Marine Park Trust, St James Heritage  
Foundation, Georgian Society of Jamaica, Greater Montego Bay  
Redevelopment Company, Montego Bay Little Theatre Movement (trustee,  
founder member, past secretary), Jamaica Conservation & Development  
Trust, Natural History Society, Doctors Cave Bathing Club, Montego Bay  
Yacht Club (past committee member), Woman Inc Crisis Centre (founder  
member, past secretary)

Past member of    Jamaica Motoring Club, Montego Bay Motoring Club  
(founder member), British Sub Aqua Club, St James Horticultural  
Society (past secretary), Soroptimists Club, Inner Wheel Club, Friends  
of Cornwall Regional Hospital and Jarrett Park Redevelopment Committee  
(secretary)

Miscellaneous    assisted with international sailing and entertainment  
events at Montego Bay Yacht Club, organised fundraisers for Woman Inc  
Crisis Centre including Craft Fair, Scavenger Hunt, Raffles and booth  
at Reggae Sumfest, PR for productions of the Montego Bay Little Theatre  
Movement, honorary secretary to the Jarrett Park Redevelopment  
Committee for four years

LANGUAGES            Some French, German

TRAVEL                Lived in Singapore, Germany, Nigeria, lived and  
worked in England and Jamaica    Visited    Austria,  
Switzerland, Spain, Italy, France, United States,  
Canada, Mexico, Grand Cayman, St Thomas VI, Puerto  
Rico, Haiti, Barbados, Bahamas and Belize

HOBBIES                Music, theatre, sailing, snorkelling, cryptic  
crosswords, kalooki, chess, horticulture, reading  
(philosophy, psychology and humour)

References available on request

**MALDEN WARREN MILLER**  
 218 Norwood Drive  
 Norwood Housing Scheme  
 St James  
 Jamaica W I  
 876-979-1870

### PROFILE

A professionally qualified and highly experienced MARINE BIOLOGIST with extensive knowledge and skills in environmental related activities such as Coral Reef Ecology, Fisheries Biology, Water Quality Monitoring and Scuba Diving. Additionally, has sought funding, organized and managed environmental projects for the Montego Bay Marine Park and conducted educational programmes for various community groups. Also trained in MANAGEMENT and is a determined, self motivated individual with good supervisory skills, known for attention to detail and follow through.

### PERSONAL DATA

Permanent address	218 Norwood Drive, Norwood Housing Scheme, St James 876-979-1870 (h)
Business address	Montego Bay Marine Park, Pier 1, Howard Cooke Boulevard, Montego Bay, Jamaica W I
	876-940-0659 (ph/fax) 876-979-5127
	E-mail mbmp@n5.com.jm
	Internet <a href="http://www.montego-bay-jamaica.com/mbmp">http //www montego-bay-jamaica com/mbmp</a>
Date of birth	October 4, 1964
Nationality	Jamaican
Marital status	Married

### KEY SKILLS

- British Sub-Aqua Club Scuba Diving Instructor
- Project proposal preparation and project implementation and planning
- Management plan preparation
- Environmental impact assessment
- Identifying training and development needs
- Able-bodied seaman in the JDF Coastguard reserves
- Selecting and recruiting staff

### CAREER REVIEW - HIGHLIGHTS

- Numerous public presentations on environmental issues to varying sectors of the society
- Surveyed the reefs of the Port Royal Cays
- Ten publications in local and international scientific journals
- Member of the research team surveying the conch population of the Pedro Banks for the Ministry of Agriculture, Fisheries Division

FISHERIES IMPROVEMENT PROJECT, DISCOVERY BAY MARINE LABORATORY,  
UNIVERSITY OF THE WEST INDIES

FISHERIES BIOLOGIST 1990-1993

- Monitored changes in fish catches and reef fish stocks
- Mapped the reefs from Pear Tree Bottom to Rio Bueno from aerial photographs
- Implemented mesh exchange programme
- Fisheries consultant to The Nature Conservancy (TNC), Florida-based Non-Governmental Organization

MONTEGO BAY MARINE PARK  
PARK DIRECTOR

July, 1997

- Responsible for the day to day operations of the park focusing on public education, research and enforcement

RESEARCH OFFICER 1993-1995

OPERATIONS MANAGER/SCIENCE OFFICER 1996

- Promoted the Montego Bay Marine Park by publishing and/or presenting papers conferences, fora, workshops and symposia
- Designed and implemented a monitoring programme
- Identified research needs and prepared project proposals for submission to funding agencies
- Implemented a CIDA funded mesh swap programme for fishermen

- Assisted in Management Plan preparation

#### EDUCATION AND TRAINING

##### UNIVERSITY OF THE WEST INDIES, MONA CAMPUS

Master of Philosophy degree in Zoology specializing in Coral Reef Ecology at the University of the West Indies, Mona campus 1996

Bachelor of Science degree in Zoology with honours (Upper Second Class Honours) 1987

##### JAMAICAN INSTITUTE OF MANAGEMENT

Diploma in Management Studies 1997

##### OTHER COURSES

Wider Caribbean Marine Protected Area Management Network Workshop, Miami 1997

Course in Conflict Management at the Institute of Management and Production 1997

Course in Leadership Skills for Managers at the Institute of Management and Production 1997

Course in Financial Management at the Institute of Management and Production 1997

Study tour of Parks and Protected Areas in Florida and Belize 1997

TNC sponsored Conservation Training Week Course in Mexico Integrated Coastal and Marine Resource Management Case Study, the Tourist Destination, Cancun, Mexico 1997

TNC sponsored Protected Areas Management Training Courses in Belize and the U S Virgin Islands 1993,1994

World Bank sponsored course in Environmental Assessment for Coastal Zone Management

Course in Tropical Fish Stock Assessment and use of Fish Stock Assessment Computer Programmes 1991

CFRAMP/FAO Workshop on Fisheries Statistics in Fisheries Management 1995

Workshop on the methods for preparing, sectioning and polishing otoliths for daily ageing in tropical marine fish 1992

Jamaica Maritime Institute Process Management and Training Needs  
Analysis Course 1993

USAID sponsored Water Quality Monitoring and Modelling Course  
presented by Louis Berger International and Woodshole  
Oceanographic Institute 1996

#### OTHER ACTIVITIES

Chess, Cricket, Badminton, Member of the Natural History Society  
of Jamaica

#### REFEREES

Provided upon request

# **RODERICK CHARLES CLARKE**

**LOT 184 CATHERINE HALL  
MONTEGO BAY  
ST JAMES  
(876) 952-5619/9709, 979-5127(W)  
(876) 967-8487(H)**

## **PROFILE**

- ♦ A professionally qualified and highly experienced SPECIALIST IN MARINE RELATED ACTIVITIES with extensive knowledge and skills in seamanship, scuba diving, dive equipment maintenance and repair, first aid and CPR, fire prevention and control, oil spill control, basic outboard motor maintenance, navigation, crowd control, weapon handling, law enforcement, water quality monitoring and sampling. Additionally, has conducted lifeguard and senior resuscitation training courses and examination, also a grade III coxswain instructor, trained in effective leadership, supervisory management, conflict resolution, environmental awareness, public speaking & presentation skills and the technical aspects of environmental management

## **KEY SKILLS**

- SCUBA diving equipment specialist - maintenance and repair
- PADI Dive Master
- RLSS Lifeguard Instructor and Examiner Has been awarded the internationally acclaimed bronze medallion ,bronze cross and senior resuscitation award
- National Safety Council (NSC) Defensive Driver/General Drivers License
- University of Lancashire and Cashire Institute- Motor Vehicle Craft Studies
- Oil Spill Management and Control
- Fire Prevention and Control
- Water Quality Sampling and Monitoring
- Presentation and Public Speaking Skills
- Outboard Motor maintenance
- Effective leadership



- Supervisory management
- Conflict resolution
- Technical aspect of environmental awareness
- Business communication
- Human resource management
- Technical aspects of environmental management

### **CAREER REVIEW - HIGHLIGHTS**

#### **Jamaica Defense Force Coastguard 1990-1996**

Ordinary Seaman and Diver - Trained in Search and Rescue, Boat handling, Oil Spill Control, Crowd Control, First Aid and CPR, Fire Prevention and Control, Navigation, Weapon Handling etc

#### **Jamaqua Watersports Club Caribbean 1994 - 1995**

Dive Master - Conducted Dive Tours, Public Relations, Equipment Maintenance, Train Staff in Boat Handling, General Seamanship Principles, and First Aid

#### **University of the West Indies - Fisheries Improvement Project July-Oct 1995**

Fisheries Assistant - Field Data Collection & Analysis Fish Identification

#### **Montego Bay Marine Park Oct 1995 - present**

Chief Ranger - Supervise a staff of eight in Enforcement on land and sea Assistant Science Officer Acting Park Manager occasionally Trained in Water Quality Sampling and Monitoring, Coral Reef Management, Fish Identification, Problem Crocodile Management, Law Enforcement, Oil Spill Management and Control etc

#### **Education**

Jamaica German Automotive School - 1980-1981

[ULCI] Motor Vehicle Craft Studies

**Part1 Pass**

[ULCI] General Communication and Studies

**Distinction**

Jamaica Maritime Training Institute

Grade III Coxswain Instructor Course

**Distinction**

Royal Life Saving Society Jamaica Ltd

Lifeguard Instructor and Examiner Course

**Bronze Medallion**

**Bronze Cross**

**Senior Resuscitation Awardee**

#### **Referees**

Furnished upon request

Ruel Wayne Corniffe

Lot 132 NORWOOD (GREENS) DISTRICT  
Montego Bay, St James

Res Tel (809) 979-1645  
Bus Tel (809) 979-5127  
940-0659

Mailing Montego Bay Marine Park  
P O Box 67, Cornwall Beach Complex  
Montego Bay, Jamaica W I

## EDUCATION

1977 - 1985 Bethel All Age and Junior school  
Hopewell Hanover

1989 - 1990 Bronze Diploma in Basic Electronics Engineering  
Transworld Education College U K

1993 Certificate in Protected Areas Management  
U S Virgin Island National Park  
ST Johns U.S.V I

## PROFESSIONAL ACHIEVEMENTS

Certified Advance Scuba Diver  
P A D.I Professional Association of Dive  
Instructors U S A

Certified Rescue Diver  
P A D I Professional Association of Dive  
Instructors U S A

Certified in Life saving and Aquatic Rescue  
the Royal LIFE SAVING SOCIETY OF CANADA  
( Montego Bay Marine Park.)

Certified in First Aid and CPR  
From Jamaica Redcross Society, Heart Foundation  
of Jamaica, P A D I

Basic Ship Handling, Seamanship  
and Navigation  
Jamaica Maritime Institute Kingston

Certificate of competency as a Coxswain boat driver to operate a class III vessel of outboard 250hp within the following Harbours Montego bay, Negril, and Ocho Rios harbours and their approaches

## EXPERIENCE

1991 - 1993 Jamaica defence Force 3RD Battalion (National reserve) Private

1990 - present Montego Bay Marine Park Park Ranger

1992 - present Appointed Honorary Game Warden.

## THIS IS A LIST OF OTHER COURSES AND WORKSHOPS I HAVE PARTICIPATED IN

1. ENVIRONMENTAL ENFORCEMENT WORKSHOP FEB 19TH TO 20TH 1993  
( Wexford Court Hotel, Montego Bay.)
- 2 ASSIST IN RAPID ECOLOGICAL ASSESMENT OF THE MONTEGO BAY MARINE PARK JULY 6TH TO 11TH 1992
3. STRATEGIC PLANNING WORKSHOP JULY 28TH TO 30TH 1992 ( Wexford Court Hotel, Montego Bay )
- 4 ENVIRONMENTAL ENFORCEMENT WORKSHOP SEPT 29TH TO OCT.1ST 1992  
( P C J Auditorium KINGSTON )
- 5 WATER QUALITY WORKSHOP OCT.30TH TO 31ST 1992. ( Swept Away Hotel Negril , NCRPS )
- 6 PARTICIPATE IN TOURISM AND MARINE LIFE PROTECTION SEMINAR NOV. 25TH 1992. ( Sandals Ochio Rios )
- 7 BASIC MARINE BIOLOGY COURSE DEC. 13TH 1992. ( Discovery Bay Marine Lab, St Ann.)
- 8 PRIVATE PILOT GROUND SCHOOL COURSE SEPT 31ST TO DEC.17TH 1992 ( Wings Jamaica Limited, Tinson Aerodrome Kingston.)
9. CONDUCT VHF MARINE RADIOTELEPHONY OPERATIONS AND PROCEDURE COURSE WITH PARK STAFF JUNE 2ND 1994
- 10 PARTICIPATE IN CONCH (STROMBUS GIGAS) ABUNDANCE SURVEY EXPEDITION ON PEDRO-BANKS NOV.4TH TO 11TH AND NOV 29TH TO DEC 6TH 1994 ( Fisheries Division Kingston )
- 11 PARTICIPATE IN 1st TRAINING SEMINAR ON NATURAL RESOURCE MANAGEMENT AND ENVIRONMENTAL LAW ENFORCEMENT ( Discovery Bay Marine Lab, St Ann June 25 - July 1, 1995 )

SKILLS RADIO COMMUNICATIONS (electronics), COMPUTER LITERATE,

HOBBIES SWIMMING, HIKING, CAMPING, FISHING, READING, AND AMATEUR RADIO

*Ruel Wayne Corniffe*

Lot 132 Paradise / Norwood district    Residence (876) 979-1645  
Montego Bay, St James

OBJECTIVE    To provide fast efficient diagnostic, repair and maintenance services in a major telecommunications or related organization

SUMMARY    Over four years experience, in installation, repair and maintenance of marine and land mobile two-way radios and other related communications equipment

EXPERIENCE

1990 - present	Park Ranger, Montego Bay Marine park
1990 - present	Electronics/Radio Technician
1991 - 1993	Jamaica Defense Force 3 <sup>rd</sup> Battalion (National Reserve)

EDUCATION/  
TRAINING

1989	Diploma in Basic Electronics Engineering, Transworld Education College London
1997	Certificate in Computer Repair & Maintenance including the use of Windows "95" and Microsoft Disk Operating System(MS-DOS) Software, Jamaica Advance Computer Systems Montego bay Jamaica
1991	Certificate in Basic Ship Handling, Seamanship and Navigation, Jamaica Maritime Institute Kingston Jamaica
1992	Private Pilot's Ground School Course, Wings Jamaica Limited Tinson pen Aerodrome Kingston
1996	Radio Technicians License class B, Post & Telegraph Department
1997	Certificate in Supervisory Management, Institute of Management and Production
1997	Certificate in Conflict Management, Institute of Management and Production
1997	Certificate in Report Writing, Institute of Management and Production
- 1997	Basic out board maintenance course, Jamaica Maritime Institute

-  
1998            Project Management course, Institute of Management and  
                 Production

SPECIAL SKILLS   Radio telephony operations, Amateur Radio, Scuba  
diving, First Aid Medic & CPR, Radio(electronics) project building

Lawson Yard Mt Salem #2 P O  
Montego Bay St James Ph #  
979-3496

Montego Bay Marne Park Pier 1  
Howard Cooke Blvd #1 P O  
Montego Bay Ph # 952 9709/979-  
5127

# Mark C. Melhado

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**Objective** To achieve the highest level of productivity in the working field and at home To ensure the advancement of our Nation

**Expeience** 1994-present Montego Bay Marne Park Montego Bay St James

## **Park Ranger**

- Patrol and monitor the area within the Park's boundaries
- Enforce the Park's regulations with respect to activities in the Park
- Do maintenance and routine care of the patrol vehicle /vessels, mooring and marker facilities Provide First Aid /Emergency/Rescue assistance to Park users in the event of accident or injury
- Provide guide/dive buddy services for visiting scientist and officials commissioned by the Park Manager
- Assist in data collection, Public Relation activities and in conducting of Environmental Monitoring Programme

1994-1998 Natural Resources Conservation Authority

## **Appointed Honorary Game Warden**

- Enforce the Natural Resources Conservation Authority Act
- The Wild Life Protection Act
- The Beach Control Act
- And any other Law pertaining to the Protection of the Environment

1991-1993 St Michael's Seminary/Christ the King Roman  
Catholic Church August Town Kingston

## **Aspirant for the Junior Seminary program/Scout Leader**

- Under went Religious Studies/training and Community service work
- Started the Cub and the Scout Troop as part of the youth program

1988-1991 Security & Crme Protection Ltd Kingston

## **Security Officer**

- Protected Life and Property of US Embassy Officials Living and working in the Island

1986-1988 D B Laws Plumbing Kingston

## **Junior Plumber**

- Assisted all the senior plumbers in the field

## Education

1991–1993                      EXED Community College                      Kingston

- GCE O'Level Human & Social Biology Grade B
- CXC O Level English Language Range 3

1984-1986                      Holy Trinity Secondary School                      Kingston

Secondary School Certificate

- Drafting Range 4
- Plumbing Range 3
- Language Communication range 3
- Mathematics Range 3

### Certificate Courses

1997                      On the job training

Institute of Management and Production (IMP)

- Conflict Management
- Supervisory Management
- Business Communication
- Legal aspect of Report Writing

1997                      Montego Bay Manne Park

- Microsoft Word Processing, Windows 95

1997                      Jamaica Maritime Institute

- Basic Out Board Engine Maintenance Certificate Course

1997                      JDF Coast Guard    Discovery Bay St Ann

- Basic Seamanship Course

1996                      On the Job training    NRCA, CIDA and ENACT

- Basic Environmental Enforcement Workshop Module 1

1995                      PADI Dive Certificates

- Open, Advance, and Medic First Aid Rescue Diver

1994                      In house Training

Planning Institute of Jamaica

- Natural Resources Management and Environmental Law Enforcement Course

- 1994            Royal Life Saving Society of Canada
- Life Saving and Aquatic Rescue
  - Refresher Course 1997 by Royal Life Saving Society of Jamaica

- 1994            Heart Foundation of Jamaica
- Basic Cardiopulmonary Resuscitation Course

- 1994            Red Cross of Jamaica
- First Aid and CPR Course

- 1994            Montego Bay Manne Park
- Reef Fish Identification Course
  - Radio Telephony Course, Manne VHF operation

1991            Jamaica Maritime Training Institute            Kingston

**Class 3 Multipurpose Rating**

- Efficient Deck-hand
- Boat Handling
- Engine Room Rating
- Basic Fire-fighting
- Survival and Rescue at Sea

**Interests**

Hiking, Cycling, Reading and operating my CB Radio Station, with the intention of acquiring my Amateur Radio Licenses

**References**

Can and will be submitted upon request



# LENROY CRISTANDIE MUIR

TUCKER DISTRICT

MONTEGO BAY

ST JAMES

(876) 952-5619/9709, 979-5127(W)

## PROFILE

- ♦ A qualified and highly experienced MARINE ORIENTED individual with knowledge and skills in scuba diving, first aid, CPR , boat handling , Life saving, basic outboard motor maintenance, Environment awareness, Conflict management, Basic computer skills, Basic seamanship & Trainer Skills

## KEY SKILLS

- PADI Open Water Diver
- RLSS Trained in First Aid/CPR, Rescue Procedure & The Rescue Process
- Licensed General Driver's Level
- Carpentry/Cabinet maker
- Out board Motor Maintenance
- NRCA'S Certified Life Guard
- IMP Environmental Awareness Course
- IMP Basic Computer Skills Course
- IMP Conflict Management Course
- IMP Trainer Skills Course

## CAREER REVIEW - HIGHLIGHTS

### Montego Bay Marine Park Trust 1997 - Present

Ranger 3 trained in basic seamanship, boat handling, radio telephony, outboard motor maintenance, First Aid and CPR, etc

**Institute Of Management & <sup>Production</sup>~~Progress~~ 1997 - Present**  
 Environment Awareness, Basic Computer Course, Conflict Management & Trainer Skills

### **Education**

National Youth Service Training	1996 (Aug - Dec)
Herbert Morrison Technical High School Home Economics Program	1986 - 1991
Cornaldi Avenue Primary School	1982-1986
Hemingay Prep	1979-1982

Referees Available upon Request

**Jhopal Oriha Colley**  
**Lot 348 Norwood Avenue, Montego Bay**  
**P. O. Box 1032, St. James**  
**Tel. 952-0509**  
**\*\*\***

**PROFILE**

A professionally qualified business administrator with experience in business related principles. Additionally, has excellent communication skills and has an eye for perfection

**PERSONAL DATA**

DATE OF BIRTH      August 31, 1971  
NATIONALITY      Jamaican  
MARITAL STATUS      Married

**KEY SKILLS**

Computer Literate Windows Word, Microsoft Excel, Word  
Perfect, Lotus 123  
Supervisory Production, Business Office Clubs & Church  
Church environment

Planning. Logistics Committee- UTECH Marketing Class seminar 1994, Electoral & Orientation Comm - UTECH Students Union (1992 & 1993)  
 Gemini Pathfinder Club Projects Comm (1997)  
 Leadership Deputy Director- Gemini Pathfinders (1998):  
 Assoc Youth Leader- Montego Bay S D A Church (1998), District V P ST James Fed Of S D A Youth (1995- Present), Served Advent Fellowship UTECH in the following posts:  
 President (1993), Treasurer (1992) & Chairman of Food Comm (1992-1994), Class Rep Marketing Class of 1994

## CAREER HISTORY

Administrative Assistant & Administrator  
 Montego Bay Marine Park - (July 1996 present)  
 Key responsibilities of day to day office administration, purchases, accounting and supervision of administrative & janitorial staff

Customer Service Clerk  
 Cable & Wireless Jam - (May - July 1996)  
 Key responsibilities for handling incoming customer calls, billing information & processing service applications

*Trainee Manager / Personnel & Production,*

*T Apparel Ltd- (October 1994- June 1995)*

*Key responsibilities for supervising & motivating supervisory staff. facilitating line workers productivity, employment & termination of services, counseling, maintaining personnel, health & leave files*

*Administrative Clerk*

*Jamaica Public Service Co - (Summer 1992 & 1993)*

*Key responsibilities during summer employment were handling incoming & outgoing calls, filing & disbursing wage cheques*

*Internal Auditor & Admin. Clerk*

*UTECH Students Union (1992 - 1993)*

*Key responsibilities for auditing students union books along with auditing team, also clerical duties*

*Teacher*

*African Culture Renaissance Movement Club (1991- 1992)*

*Key responsibility for preparing students to sit the CXC examinations in English A*

### *Accounting Clerk*

*Rural Agriculture Development Agency - (1989-90)*

*Responsibilities for preparing reimbursement bills, preparing & disbursing cheques, filing, assisting in updating cash book*

## *EDUCATION & TRAINING*

*Institute of Management & Production (1997)*

*Certificate courses in*

*Financial Management*

*Office Management*

*Human Resource Management*

*Leadership Skills For Managers*

*UWI School Of Continuing Studies (1995)*

*Credit Certificate in*

*Industrial Relations*

*University Of Technology (1990-1993)*

*Diploma in Marketing*

*Certificate in Business Administration*

*Montego Bay Community College (1988-1989)*

*Certificate in Accounting*

*Mt Alvernia Evening Institute (1989-1990)*

*Principles of Accounting GCE O' Level      Grade C*

*Herbert Morrison Technical High (1983-1988)*

*High School Diploma*

*C X C passes Level 2    Caribbean History, Principles of  
Business, English A, English B*

*C X C passes Level 3 - Mathematics, Geography*

### **EXTRA CURRICULAR ACTIVITIES**

*\*Gemini Pathfinder Club (1989 - Present)*

*\*Montego Bay SDA Youth Society (1994 - Present)*

*\*Montego Bay SDA Netball Team (1994- Present)*

*\*T Apparel Netball Team (1994-1995)*

*\*Montego Bay Marine Park Volunteer Association  
(Presently)*

### **HOBBIES**

*Camping, Hiking, Netball, Cooking, Wedding Planning &  
Decorating*

### **REFERENCES**

*Will be made available on request*

**ETTA BYGRAVE**  
**1 FELICITY CRESCENT, ALBION**  
**ST JAMES**  
**TEL. 979-3847**

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**JOB OBJECTIVE**

Secretarial

**PERSONAL DATA**

SEX-female

DATE OF BIRTH-June 16, 1978

MARITAL STATUS-single

NATIONALITY-Jamaican

**EDUCATION**

***Jamaica Commercial Institute (Presently)***

Certificate Course in Secretarial Studies along with the following subjects in general level CXC

Office Procedures, English Language, Typewriting and Mathematics (April 1997 - July 1998)

Certificate Course in Shorthand  
(April 1997 - December 1998)

***St. Hilda's High***

Brown's Town, St Ann (1990-1995)

***Stepney All Age***

Stepney St Ann (1984-1990)

**QUALIFICATION**

***Institute of Management and Production***

Office Administration (1997)

Report Writing (1997)

Business Communication (1997)

Basic Computer Skills (1997)

Project Management

***St. Hilda's High***

G C E English Language (Level C)

C X C Social Studies (Grade 3)

C X C Religious Studies (Grade 2)



## WORK EXPERIENCE

### *Receptionist*

Montego Bay Marine Park (Presently)  
Handle Incoming Calls, Facsimiles,  
Monitor VHF and NRCA Radios, Filing,  
Typewriting Memorandums, Minutes,  
Report and other documents, assist  
students with School based assessments,  
Maintaining scrap books with environmental  
articles and Reception

### *National Youth Service Voluntary Experience*

Montego Bay Marine Park (July 1996 -  
December 1996)  
Maintaining Scrap Book with  
Environmental Issues, Filing

### *Data Entry*

(Montego Bay Freezone)  
April 1, 1996 to April 30, 1996  
Typing documents in bulk for export

## HOBBIES

Singing, Swimming, Reading and  
Corresponding

## REFERENCE

Will be made available upon request

S T A T E M E N T S

Page 1 of 2

## MONTICO BAY MARINE PARK

## Chart of Accounts

As of Jan 31, 1997

Information had Report is printed with Accounts having Zero Amounts and in Detail Format.

Account ID	Account Description	Active	Account Type
1000	MOTOR VEHICLE	Yes	Fixed Assets
1010	BOAT	Yes	Fixed Assets
1020	FURNITURE & FIXTURE	Yes	Fixed Assets
1030	EQUIPMENTS	Yes	Fixed Assets
1100	PROV FOR DEPRECIATION	Yes	Accumulated Depreciation
1110	PROV FOR DEPRECIATION	Yes	Accumulated Depreciation
1120	PROV FOR DEPR, FUR &	Yes	Accumulated Depreciation
1130	PROV FOR DEPR EQUIP	Yes	Accumulated Depreciation
1140	ACCOUNTS RECEIVABLE	Yes	Accounts Receivable
1140	PREPAID EXPENSES	Yes	Other Current Assets
1140	EMPLOYEE ADVANCE	Yes	Other Current Assets
1500	INVENTORY	Yes	Inventory
1600	NETTY CASH	Yes	Cash
1610	N C B CURRENT A/C	Yes	Cash
1620	N C B CURRENT A/C PAY	Yes	Cash
1630	J C P CURRENT A/C	Yes	Cash
1640	N C B FORLIGN A/C	Yes	Cash
1640	N C B USAID CURRENT	Yes	Cash
2000	ACCOUNTS PAYABLE	Yes	Accounts Payable
2010	ACCRUED EXPENSES	Yes	Other Current Liabilities
2020	GROUP HEALTH INS PA	Yes	Other Current Liabilities
2030	G C I	Yes	Other Current Liabilities
2040	N I S PAYABLE	Yes	Other Current Liabilities
2045	P A Y E PAYABLE	Yes	Other Current Liabilities
2050	N H T PAYABLE	Yes	Other Current Liabilities
2055	EDUCATION TAX PAYA	Yes	Other Current Liabilities
2500	SHARF CAPITAL	Yes	Equity doesn't close
2600	CAPITAL BEGINNING OF	Yes	Equity Retained Earnings
3000	CONTRIBUTION DESIGN	Yes	Income
3010	FUNDS NOT DESIGNATE	Yes	Income
3015	N P C A GRANT	Yes	Income
3018	I C D I GRANT	Yes	Income
3020	OTHER INCOME	Yes	Income
3030	MISCELLANEOUS INCOM	Yes	Income
4000	PROMOTION	Yes	Expenses
4001	SALARIES	Yes	Expenses
4005	N I S EMPLOYER'S CONT	Yes	Expenses
4006	N H T EMPLOYER'S CON	Yes	Expenses
4007	FD TAX EMPLOYER'S C	Yes	Expenses
4010	STAFF WELFARE	Yes	Expenses
4015	CONTRACT LABOUR	Yes	Expenses
4016	STAFF TRAINING	Yes	Expenses
4020	PROFESSIONAL FEES	Yes	Expenses
4025	AUDIT FEES	Yes	Expenses
4030	ACCOUNTING SERVICES	Yes	Expenses
4035	LEGAL FEES	Yes	Expenses
4040	ELECTRICITY	Yes	Expenses
4045	WATER	Yes	Expenses
4050	TELEPHONE	Yes	Expenses
4055	STATIONERY	Yes	Expenses
4060	POSTAGE	Yes	Expenses
4065	CLEANING SUPPLIES	Yes	Expenses
4070	OFFICE SUPPLIES	Yes	Expenses
4075	M/V EXPENSES	Yes	Expenses
4080	BOAT EXPENSES	Yes	Expenses
4085	REPAIRS & MAINT EQUI	Yes	Expenses
4090	REPAIRS & MAINT FUR/F	Yes	Expenses
4094	MOORING	Yes	Expenses
4095	BOAT FUEL	Yes	Expenses
4100	M/V FUEL	Yes	Expenses
4105	PLUM	Yes	Expenses
4110	CONTRIBUTION	Yes	Expenses
4115	DONATION	Yes	Expenses
4120	RATES & TAXES	Yes	Expenses
4125	BANK CHARGES	Yes	Expenses
4130	OVERDRAFT INTEREST	Yes	Expenses

**MEMORANDUM**

**TO** Mr Kirk Taylor  
Chairman, Montego Bay Marine Park Trust  
c/o Fax # (876) 952-3794

**FROM** Denis Parchment  
Consultant, Technical Support Services, Inc (TSS)  
for GOJ/USAID DEMO Project @ NRCA  
c/o Fax # (876) 901-9396

**DATE** October 24, 1997

**RE** MBMPT Accounting Function & System

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The following are my findings and recommendations

**1 The Accounting Function**

Pursuant to your expressed desire that more cost-effective arrangements be made for the disposition of the accounting function (presently being attended to by a consultant), I have done a preliminary assessment of the incumbent Office Administrator (Mrs Colley) in that context

Her resume discloses formal training and experience in the accounting field to a level I would consider adequate to handle the company's day-to-day accounting. She presently performs a number of subsidiary financial duties and liaises closely with your Accounting Consultant (Mrs Maxwell). In exploratory discussions on the matter, I formed the distinct impression that she would not be averse to taking on such duties.

Accordingly, I recommend that she be so assigned, more specifically, taking over the accounting duties presently being performed by the Consultant. However, some preparatory work would be required by way of in-service training of Mrs Colley and proper set-up of the computerized accounting system.

A modification of the draft Office Administrator job description, to include the day-to-day accounting duties and spin off some of the more routine 'office' duties is attached as Annex A. The position would be retitled 'Administrative/ Accounting Officer'.

It is assumed that the (in my view totally unnecessary) procedure of sending bills up to NRCA for individual cheques to be drawn and returned, and that of operating a petty cash imprest with NRCA, would be discontinued. This would free up valuable time - to be spent more properly on true accounting work for the Trust.

This job description should be used to inform discussions with Mrs Colley in preparation for reassignment

## **2 Development Work**

Annex B details the terms of reference (TOR) for an Accounting Consultancy which includes the aforementioned training and system set-up tasks, as well as some other tasks to complete outstanding accounting matters (In the longer term we may wish to produce an accounting manual )

It is not being implied that all these tasks need be done by the same consultant I imagine your present Consultant could do at least some of them However, her willingness and ability in this regard must be determined, and the terms and conditions negotiated, beforehand

## **3 Ongoing Outside Assistance?**

The possibility of instituting ongoing technical assistance for the in-house accounting operation, by way of an outside consultant or small firm, has been briefly discussed I am of the view that if this is to be done, it should not be just to get the traditional kind of external 'write-up' assistance whereby financial statements are prepared from cash books written up by the in-house accountant and other information Such intervention is rendered unnecessary (and in fact irrelevant) by the employment of computerized accounting, in which the statements are generated automatically from the original entries Rather, the outside entity might do such things as check on the sufficiency of adjusting and non-standard entries, the observance of proper procedure in procurement of goods and services, processing of payments, and treatment of user fee income It would also be useful to have a software support house to refer to from time to time, for the particular package being used

At all events, any decision on continuing external assistance should be deferred until completion of training, installation of computerized system and start-up of operations, when any residual weaknesses can be identified with the participation of the in-house Accounting Officer herself (and possibly the Auditors)

## **4 Chart of Accounts**

I have developed an illustrative chart of accounts for the Trust, which is presented as Annex C hereto For purposes of computerization, the accounts in the chart would be coded according to the structure prescribed for the accounting software

I intend to follow up with Jill Williams to arrange discussion of the foregoing with the relevant persons, with a view to effecting rapid implementation

**MONTEGO BAY MARINE PARK TRUST  
JOB DESCRIPTION**

***ADMINISTRATIVE/ACCOUNTING OFFICER***

**Reporting Relationships**

Reports to     Park Director Dotted line to Executive Director  
Supervises    Receptionist/Typist, Office Attendant

**General Responsibility**

To see to the efficient running of the office and of the internal accounting function in a manner that maintains the respect of clients, benefactors and employees of the Trust

**Duties**

1     Personnel

To maintain personnel files, disciplinary reports, leave reports and termination of service reports

2     Information & Logistics

To log incoming and outgoing mail and fax messages, and outgoing telephone calls

To screen, file and route to appropriate officers, incoming mail and fax messages

To effect custody and proper upkeep of files, storage and display of publications, and distribution of newsletters, memos, press releases, reports and minutes to relevant officers

To arrange meetings and functions to be coordinated by the Marine Park Office

3     Office Supplies & Equipment

To acquire, store and distribute to staff members as necessary, items of stationery and office supplies

To effect custody and proper upkeep of office equipment

To see to the cleanliness, array and good appearance of the office

4     Accounting

To maintain and safeguard all source documents

To prepare purchase orders and submit for signature of the relevant officers

To prepare and submit to NRCA, cheque requests and to log same (while arrangement lasts)

To prepare transaction vouchers and cheques on the Trust's bank accounts for approval and signature by the relevant officers

To see to the distribution of cheques drawn by the Trust, or issued from NRCA, as the case may be

To effect accounting entries in the manual cash books (while arrangement lasts)

To operate the computerized accounting system, including making of entries and producing of periodic transaction and financial reports

To administer the payroll

To see to the preparation and submittal of statutory returns and payments, either on own (PAYE, NIS, NHT, ET, HEART, GCT) or with outside assistance (annual declaration of assets, income tax)

To perform periodic bank account reconciliations

To keep the Park Director and Executive Director apprised on the status of the bank accounts, make recommendation and take advice as to management of bank balances

To maintain necessary working relations, as to financial and accounting matters, with the company's outside accountants (if any), creditors and debtors, banks, auditors, the NRCA, JNPTF and the various tax authorities

5     Other

Any other duties that may reasonably suggest themselves or be assigned from time to time

**MONTEGO BAY MARINE PARK TRUST  
TERMS OF REFERENCE**

***ACCOUNTING CONSULTANCY***

The consultant is required to

- 1 Set up the books of account on the Peachtree ® computerized accounting system using the chart of accounts provided and agreed to
- 2 Conduct an orientation/training program for the in-house officer to assume the day-to-day accounting duties This will address, essentially
  - write up of cheque and journal vouchers
  - operation of the computerized accounting system, including entering and checking transactions, correcting errors, producing transaction and financial reports, and, use of the software manual
  - payroll administration, including making all relating statutory returns - PAYE, NIS, NHT, ET, HEART
  - performance of monthly bank account reconciliations
  - preparation of GCT returns and annual declaration of assets
- 3 Provide technical assistance to the Trust in applying for exemption from Income Tax (1 e on the company as well as on donations to the company) and GCT
- 4 Bring the accounts for past years (since incorporation in 1992) up to date, on computer, and, hand over to the auditors
- 5 Prepare declaration of assets and returns of PAYE, NIS, NHT, ET, HEART as well as any GCT, for past years

# **MONTEGO BAY MARINE PARK TRUST** **CHART OF ACCOUNTS**

## **Balance Sheet Accounts**

### **Assets**

#### **Current Assets**

##### **Cash & Bank**

Cash In Hand  
 Petty Cash  
 Main A/C (NCB C/A)  
 Payroll A/C (NCB C/A)  
 ? A/C (JCB C/A)  
 Forex A/C (NCB ?)  
 USAID A/C (NCB C/A)  
 Other Special Fund A/Cs (Fundraising, Grants)  
 Short Term Securities  
 Returned Cheques

##### **Accounts Receivable**

Accounts Receivable - Trade  
 Prepayments  
 Other Receivables  
 Bad Debts Allowance  
 Employee Loans & Advances  
 Taxes Recoverable

##### **Inventories**

Inventories

#### **Other Assets**

Deferred Expenses

#### **Fixed Assets**

Construction In Progress  
 Land  
 Land Improvements  
 Acc Depr - Land Improvements  
 Leasehold Improvements  
 Acc Depr - Leasehold Improvements  
 Structures (Marine, etc )  
 Acc Depr - Structures  
 Buildings  
 Acc Depr - Buildings



**Assets (cont'd)**

**Fixed Assets (cont'd)**

- Motor Vehicles
- Acc Depr - Motor Vehicles
- Motor Boats
- Acc Depr - Motor Boats
- Plant, Machinery & Equipment
- Acc Depr - Plant, Machinery & Equipment
- Furniture, Fixtures & Office Equipment
- Acc Depr - Furniture, Fixtures & Office Equipment

**Liabilities**

**Current Liabilities**

- Bank Overdraft
- Short-Term Loans
- Current Portion of Loans
- Accounts Payable - NRCA (User Fee Apportionment)
- Accounts Payable - Other Agencies (Agency Collections)
- Accounts Payable - Trade
- Accruals
- GCT Payable
- Employees' Statutory Deductions
  - PAYE
  - NIS
  - NHT
  - ET
- Employees' Non-Statutory Deductions
  - Group Health Insurance (?)
- Payroll Taxes (Employer's Contribution)
  - NIS
  - NHT
  - ET
  - HEART
- Unearned Income - Project Advances
- Unearned Income - Unallocated User Fees

**Long Term Liabilities**

- Loans

**Equity**

- Share Capital
- Capital Donations (Fixed Assets)
- Endowment
- Current Profit
- Accumulated Surplus/Retained Earnings
- Revaluation Reserve

### **Income Accounts**

Park Management Services - NRCA

Subvention/Appropriation - NRCA

Grants (Money)

- Corporate - local, national, international
- Donor Institutions - local, national, international

User Fees

- Permitted Recreational, Industrial, Development & Scientific Uses - wholesale & retail (Attachment A)
- Regulatory & Administrative (Agent) Services (Attachment B)
- Elective or Incidental Services (Attachment C)

Other

- Park Events
- Community Events
- Merchandizing of Theme Products
- Donations (small - money or materials)
- Membership Subscriptions
- Interest
- Gain on Disposal
- Gain on Exchange
- Miscellaneous

Returns, Rebates, Discounts & Allowances

GCT (Output)

Overage/(Shortage)

Other Income

## Expense Accounts

### **Administrative**

- Salaries (& Allowances ?)
- Wages (?)
- Payroll Taxes (Employer's Contributions)
  - NIS
  - NHT
  - ET
  - HEART
- Contract Labour (?)
- Staff Welfare (?)
  - Group Health/Life Insurance
- Staff Facilities & Incentives
- Staff Training
- Rent/Accommodation
- Mooring
- Electricity
- Water
- Telephone
- Postage, Courier
- Stationery & Office Supplies
- Other Supplies, Consumable Equipment
- Photocopying & Printing
- Uniforms/Protective Clothing
- Fuel & Lubricants
  - Motor Vehicles
  - Boats
- Repair & Maintenance
  - Motor Vehicles
  - Boats
  - Plant, Machinery & Equipment
  - Furniture, Fixtures & Office Equipment
- Depreciation
  - Land Improvements
  - Leasehold Improvements
  - Buildings
  - Motor Vehicles
  - Boats
  - Plant, Machinery & Equipment
  - Furniture, Fixtures & Office Equipment
- Travel & Subsistence
- Seminar, Conference & Workshop Fees
- Official Entertainment

Professional Services

Accounting

Audit

Legal

Other

Advertising/Promotion/P R

General Insurance

Security

Membership Subscriptions

Newspapers/Magazines/Books

Land Taxes & Rates

Interest

Bank Charges

Bad Debts

Uncollectible Grants

GCT (Input)

GCT (Collector)

Miscellaneous

**Projects/Programs/Events (Internal)**

**Contributions**

External/Community Projects (EWO, )

Donations (LAC, CBOs, )

Grants (JNPTF, )

Attachment A

**Permitted Recreational, Industrial, Development & Scientific Uses**

Anchorage/mooring

Beach operation

Berthing

Boating/cruising

Boat launching

Cruise and cargo ship - passage and berthing

Display advertising/promotion

Diving and snorkeling, including operation of underwater trail tours

Dredging/excavation

Equipment and utilities wayleaves

Erection/construction - marinas, piers, jetties, wharves, platforms, etc

Farming/mariculture

Filling/depositing

Fishing - commercial and sports

Filming (commercial, on location) - still photography, videos movies

Mining/extraction

Operation of marinas, piers, jetties, wharves, platforms, etc

Parking/standing

Research (siting) and collection of specimens

Tour operation - sightseeing, glass bottom boats, semi-submersible, submersible

Water sports

Other trades and businesses (to be specified)

**Attachment B**

**Regulatory & Administrative (Agent) Services, On Behalf of Government  
Agencies including Other Departments of NRCA**

Assigned Monitoring, Inspection, Enforcement functions under

- Beach Control Act
- Fishing Industries Act
- Harbours Act
- Litter Act
- Mining Act
- NRCA Act, (Section 9) & Prescribed Areas Order, Permit & Licence Regulations
- Parish Councils Act
- Port Authority Act
- Public Health Act
- Quarries Control Act
- Tourist Board Act, Tourism Enterprises & Water Sports Regulations, Orders
- Wild Life Protection Act

**Elective or Incidental Services**

Consultancy

Disaster recovery - beach, sea clean-ups

Franchising/licensing of Park trade name and trademarks for merchandizing, advertising, etc

Mooring buoys

Parking (landward)

Recycling centre

Rental - machinery & equipment

Research assistance & support services

Restoration - beach landscaping/upgrading, mangrove replanting, etc

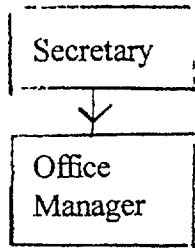
Scientific services - water sampling, manning environmental monitoring sites, ecological assessment

Search & rescue

Training, including lifeguard training, dive instruction, seamanship

Visitor centre - sea aquarium, information, exhibits, summer camps, etc

Waste recovery from sea, including solid waste deposited from gullies

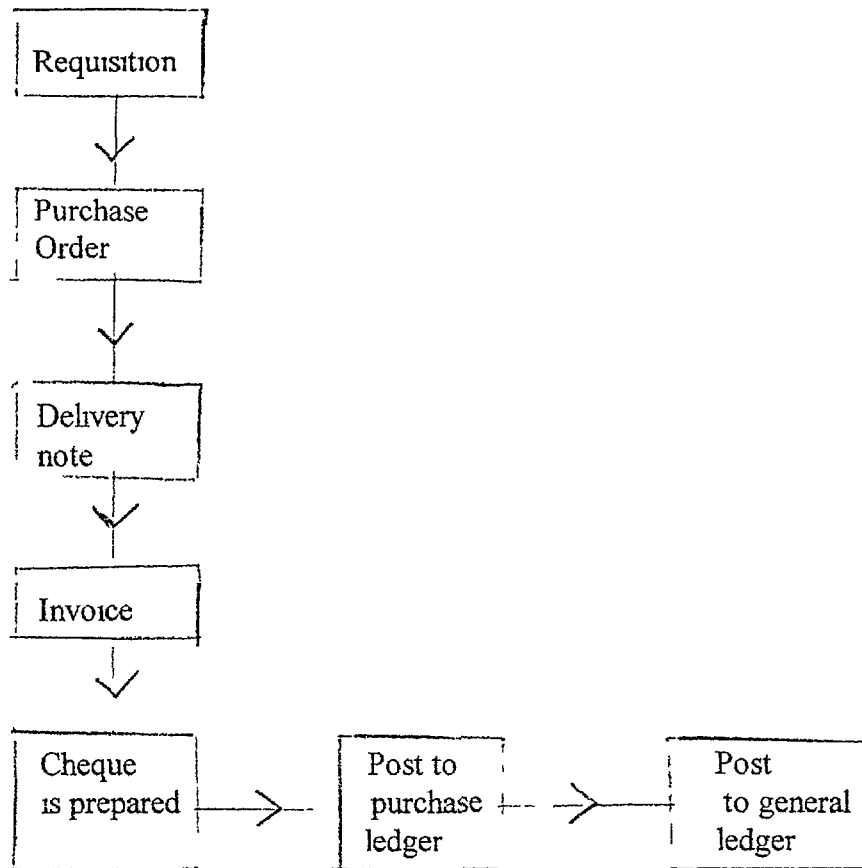
MONTEGO BAY MARINE PARKCash Cycle

- (1) All funds are collected by the Trust Secretary who summarizes them and passes the funds to the Office Manager
- (2a) Next the Office Manager prepares a receipt form and the lodgment
- (2b) Trust Secretary checks receipts and lodgments to the summary at (1) and approves
- (3) The Chief Ranger takes the lodgment to the bank
- (4) At the end of each month the Accountant checks to ensure that cash and cheques received are properly recorded and deposited.
- (5) The cash book is totaled each month and the summary posted to the General Ledger by the Accountant
- (6) Funds received after banking hours are safely locked away in a cash pan which is then locked into a filing cabinet by the Office Manager. Only the Accountant and the Office Manager have access to the cash pan
- (7) For authorization of cheques, the Accountant should have the following attached -
  - a. Cheque Requisition
  - b. Invoice
  - c. Purchase Order and delivery note
- (8) The Accountant prepares the cheques and attaches the following
  - a. Cheque Requisition
  - b. Invoice
  - c. Purchase Order & delivery note
 Then the cheques go either to the Chairman, Secretary, Treasurer, or Park Director for approval and signing. Any two of these persons can sign.
- (9) All Cheque Stubs are filed numerically and in date order
- (10) The Cheque Requisition, Invoice and purchase Order are filed together in date order. A file is kept for each Month



- (11) Cancel Cheques are properly defaced and with the cheque stubs are filed away in numerical order with the other stubs
- (12) The Cheque Requisition along with the cheque stubs are used to write up the cheque disbursement book
- (13) The Cheque Disbursement book is totaled each month and the summary posted to the General Ledger
- (14) All persons receiving cheques must sign for them A book is kept for this purpose
- (15) All major suppliers' statements should be reconciled in full to the ledger monthly Any unreconciled items are investigated immediately by the Accountant
- (16) The Chief Ranger is responsible for issuing stock which has to have the approval and authorization of the Park Director
- (17) The Chief Ranger makes a note of the issue and up date the Stock Card A list of goods issue each month is sent to the Accountant for inventory adjustment
- (18) Stock count is done as deemed necessary by the Park Director
- (19) Surprise Cash counts and inventory checks are done occasionally by the Accountant
- (20) Petty Cash float of \$5000 00 is authorized and administered by the Office Manager Reimbursement is done periodically by the Accountant as deemed necessary The Petty Cash book is checked by the Accountant for accuracy and then post to the General Ledger monthly
- (21) Bank Reconciliation is done on a monthly basis by the Accountant
- (22) The Accountant calculates salaries/wages due and makes the necessary statutory deductions and submits a list to the Bank The Bank then credits each Employee's Account This is done monthly and the statutory deductions paid over to the collector of taxes by the 14th of each month
- (23) All the Equipment, Inventory, Vehicle, Boat, Furniture & Fixtures are insured by G G Dyer Insurance Brokers Ltd

Purchases System Flow Chart  
Ordering and Receiving of Goods



- (1) Requisition is raised when goods in stock are down to re-order level or zero
- (2) Requisition signed by Head of Departments
  - a Education and Outreach
  - b Enforcement and Regulation
  - c Scientific Research and Monitoring
- (3) Purchase Order is verified and prepared by the Office Manager and then approved by the Park Director There are three copies
  - a Suppliers get one copy
  - b One copy to Department Heads who made the order
  - c One copy to Accounts Department for processing
- (4) When the goods arrive, quantity is checked against the purchase order by the Office Manager If the goods are damaged or short this is noted at the same time and cross-referenced to the invoice
- (5) Delivery note is checked to the invoice by the Accountant, who prepares the cheque requisition

### **Existing Programs**

*Promoting and supporting environmental education in schools.* The Marine Park currently works closely with five (5) area High Schools and conducts trips and presentations for other schools whenever possible, including the University of the West Indies. Past programs have also dealt with rural schools and teacher training.

*Sponsoring and supporting adult environmental education.* Currently, Education Coordinator gives periodic presentations to schools, Universities, and Churches, organizes boat trips, and writes weekly articles and press releases in the Western Mirror, the Jamaica Observer, and other periodicals.

*Educational Tours.* Currently the Education Coordinator provides at least one tour per month to school or other groups. Tours include coral reef ecology and mangrove ecology. A tour guide is currently being trained so that four trips per month can be arranged.

*Presentations to user groups and community members.* The Education Coordinator currently gives presentations on request to various community and school groups.

*Poster contests.* The Education Coordinator facilitates poster contests in Montego Bay schools during special events such as Earth Day.

*Maintaining displays at local and national events.* The Marine Park currently maintains a presence at most regional and some national events.

*Organizing Environmental Events.* The Education Coordinator currently organizes activities and displays for these events including expositions, displays, mangrove re-planting projects, and beach clean-ups.

*Summer kids programs.* The Education Staff has traditionally organized a summer camp for Kindergarten and Primary School age children. The program primarily focused on making things from reused material. The traditional camp will not take place in 1997, but swimming and snorkel lessons will be given to members of Environment Watch Clubs.

*Quarterly newsletter.* The Education Coordinator is currently producing a quarterly newsletter, and seeking funding for production.

*Internet website.* A webpage is currently online and is updated periodically. The newsletter is in the process of being posted on the site.

*Writing articles for publication in newspapers and magazines.* The Education Coordinator currently publishes weekly articles in local and national papers. Specific user groups are also being targeted, as articles are also being sent to international SCUBA magazines such as Sources.

*Audio-Visual library.* Education department has a collection of videos, and slides. Videos are currently organized and are entered in a database.

*Slide presentations.* The Education Coordinator has selected a series of slides which are worked with, but must tailor the presentation each time, as duplicate slides are unavailable to create separate presentations.

Annex N

Sample Enforcement Effort

Month	Boat Patrols	Vehicular Patrols	Foot Patrols	Fuel Con- sumption	Arrests/ Confiscations	Verbal Warnings	Other
May '97					0/coral, sea fans, lobster (375 lb)	Net fishermen	Dive with ODA team
Jun '97	41 (164 hr)	30 (120 hr)	35 (140 hr)	814 l	0/coral - 687 pcs , rose - 246 pcs, brain, boulder, sea fans - 229 pcs		Inspect vessel re report of discharging garbage
Jul '97	52 (208 hr)	44 (176 hr)	15 (60 hr)	1200 l	0/1	8	6 presentations Tours for 3 persons from NRCA re conservation survey
Aug '97	20 (200 hr)	0	15 (150 hr)	1000 l	0/8 home-made spear guns	10	Assist NWC Lab staff with collection of water samples  Assist NRCA with dive re TOJ cable Site visit - 'The Lagoons' develop-ment - Bogue Lagoon Rescue sailboat

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Sep '97	16	0			0/4 spear guns	2 (written)	Site inspection with NRCA and for JCF
Oct '97	25 (130 hr)	0	14 (4 beach)	540 l	1/14 spear guns	17	Investigate cruise ship re report of discharging effluent Tourist arrest for wilful destruction of marine life - released by Police
Nov '97	27 (108 hr)	0	15 (4 beach)	500 l	0/9 spear guns	9	Site inspection - 'The Lagoons' development - photos taken, report to NRCA
Dec '97	12 (96 hr)	0	25 (3 beach)	260 l		3	Assist Marine Police in arresting 1 net fisherman

### Existing Research Programs in Montego Bay Marine Park

Much research has been done in the Montego Bay Marine Park. Research is conducted by many groups, including local and Federal agencies, public and private universities, private research foundations, environmental organizations, and independent researchers. While productive, research efforts are driven by diverse goals, vary in available resources and quality, and do not effectively share results. Leading research groups include the following:

<u>Organization</u>	<u>Research Program</u>
British ODA	Benthic survey
British ODA	Socio-economic survey of Fishermen
NRCA/MBMP	Assessment of Park's Impact on Local Fishermen
Harvard/Radcliff College Nisha Hitchman	Eutrophication Effects in Park
World Bank/Cambridge University/ MBMP	Willingness to Pay Survey
World Bank/Cambridge University/ MBMP	Contingent Valuation Study
World Bank/UWICED/MBMP/ GMRC	Coral Reef Management Model

### Existing Monitoring Programs in the Montego Bay Marine Park

A number of monitoring activities are occurring in or near the Park.

<u>Organization</u>	<u>Monitoring Program</u>
NWC (Louis Berger Intl.)	Montego Bay Water Quality Monitoring
The Nature Conservancy	Rapid Ecological Assessment
MBMP	Visual Census of Fish Populations
Fisheries Division	Catch Landings Monitoring